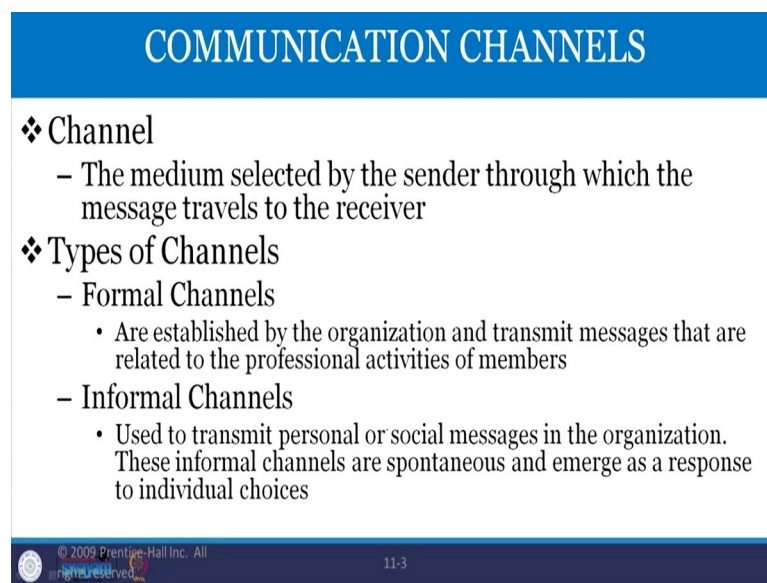


Principles of Management
Prof. Usha Lenka
Department of Management Studies
Indian Institute of Technology, Roorkee
Lecture - 55
Organizational Communication - V

In the 5th lecture of Organizational Communication, we will be discussing about the channels communication channels and we will discuss about the media richness theory and communication styles, the role of national culture in communication process. So, coming to the first point of communication channels, what is a channel and how many types of channels are there and how communication channels play an important role in communication process, how channels are selected effectively.

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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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And, channel is a medium selected by the sender through which the message travels to the receiver. There are 2 types of channels one is a formal channel and informal channel. Formal channels are established by the organizations and transmits messages that are related to professional activities or professional communication.

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CHOICE OF COMMUNICATION CHANNELS

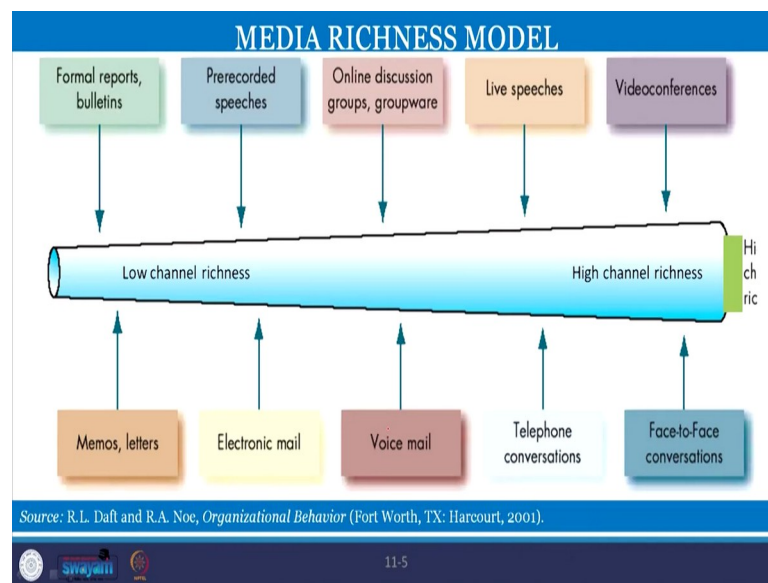
- The “media richness” theory helps to explain an individual’s choice of communication channel
 - Channels vary in their capacity to convey information
- A “rich” channel is one that can:
 - Handle multiple cues simultaneously
 - Facilitate rapid feedback
 - Be very personal
- Choice depends on whether the message is routine
- High-performing managers tend to be very media-sensitive



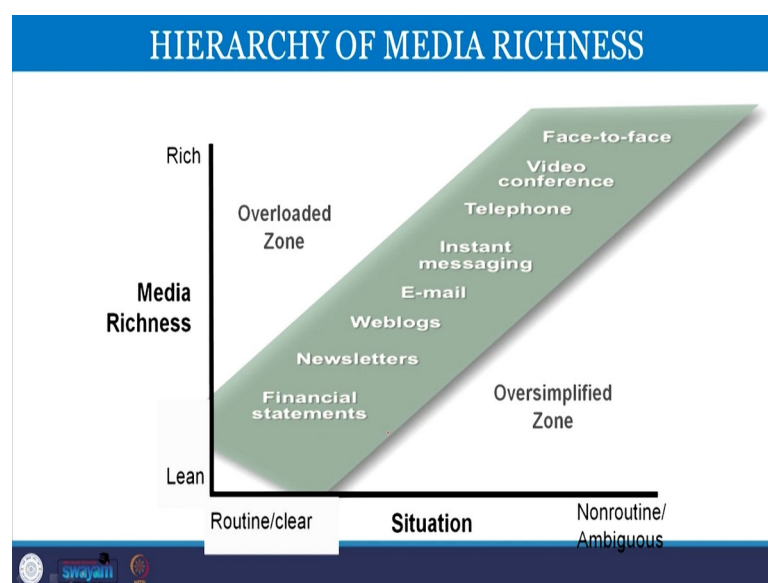
Informal channel is used to transmit personal messages, socialized messages in the organization. These informal channels are spontaneous and emerge as a response to individual’s choices. The choice of communication channel: media richness theory explains an individual’s choice of communication channel. It explains how an individual prefers to adapt a communication channel. Channels vary in their capacity to convey the information.

A rich channel is one that can handle multiple cues simultaneously, facilitate rapid feedback, be very personal and choice depends on whether the message is routine message. Or high-performing managers tend to be very media-sensitive based on their experience also the select a channel.

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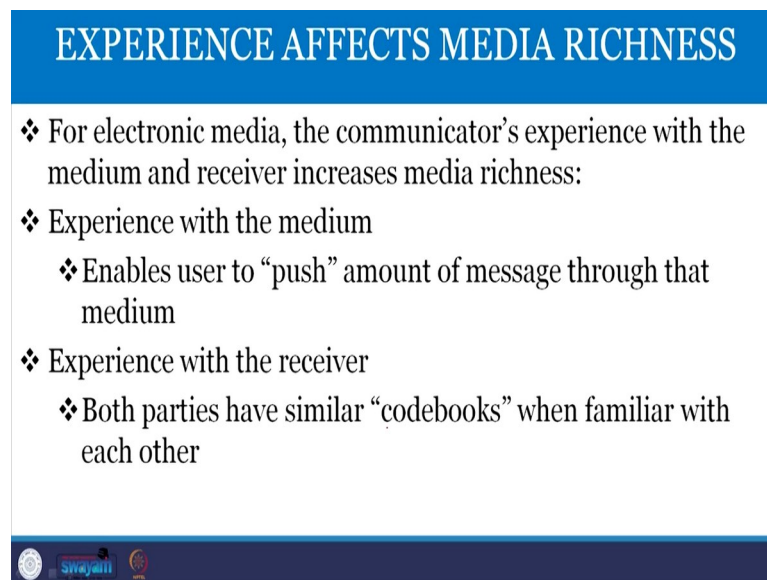
So, if you broadly look at the media richness model there is a kind of on the one hand the there is a situation based on the particular situation the appropriate channel is selected. So, media richness theory categorizes on x-axis we can have say situation and the situation on which we select our specific media on the y-axis we have how rich the media should be. If the message is routine and clear, the message regarding the financial statements, the message regarding newsletters.

The channel should be lean and not very rich – the web blogs, e-mail. So, depending upon the information, depending upon the routineness to non-routine or ambiguous messages, so, the selection of channel is done accordingly. Or otherwise we can construe that channel which is or the media which is leaner or which is less rich.

Needs a message which is very clear and routine. For a non-routine ambiguous message rich media is adapted like a non-routine message or an ambiguous message requires a face to face message, face to face communication or, face to face message or say video conference, telephonic conversations when the message is non-routine. So, otherwise we can say a routine and clear message requires a leaner or less rich media whereas, a non-routine message requires a higher or rich media choice or selection.

So, based on this we what we have seen how many different types of messages are there formal reports or bulletins, pre-recorded speeches they have been for them the low channel richness is required. Memos, letters because they are routine messages, electronic mail – e-mails or voice mail.

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EXPERIENCE AFFECTS MEDIA RICHNESS

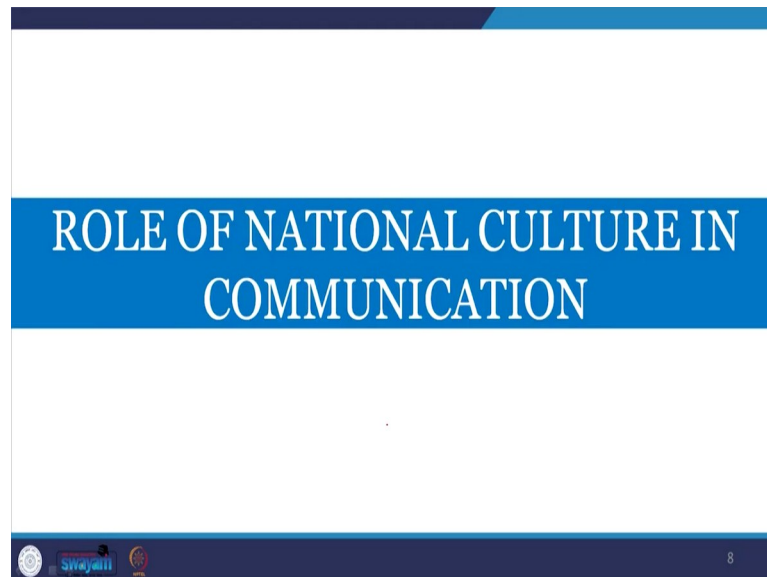
- ❖ For electronic media, the communicator's experience with the medium and receiver increases media richness:
- ❖ Experience with the medium
 - ❖ Enables user to “push” amount of message through that medium
- ❖ Experience with the receiver
 - ❖ Both parties have similar “codebooks” when familiar with each other

swayam

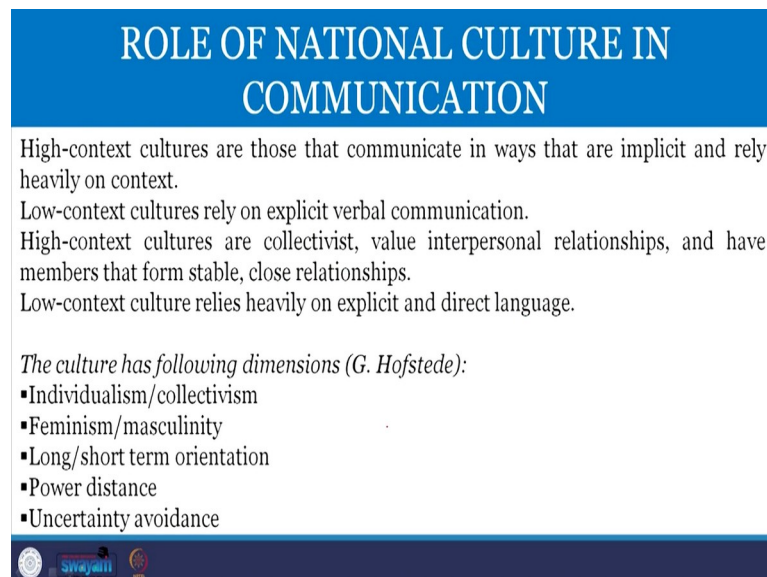
The higher the ambiguity of a message is the richer the channel or the richer the media is required. Live speeches, video conferences, face to face conversations, telephone conversations, are preferred over high rich channel or richer channel options. And, also another factor comes into picture like experience of an individual.

Experience also affects media richness theory. For electronic media, the communicator's experience with the medium and receiver increases media richness. Experience with the medium enables a user to push amount of message through that medium. Experience with the receiver both parties have similar codebooks when familiar with each other.

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Next we will be discussing about the role of national culture. Does culture play a role in communication process and to large extent you will get to know that culture of an

organization interferes in communication process or influences communication process. Here, I will be describing about high context culture and low-context culture.

What is a high-context culture? High-context cultures are those that communicate in ways that are implicit and rely heavily on the context that is on the situation or on the present context. Low-context cultures rely on explicit verbal communication. High-context cultures are collectivist, value, interpersonal relationship and have members that form stable and close relationship. Low-context culture relies heavily on explicit and direct language.

The culture has following dimensions as interpreted by G Hofstede, Geert Hofstede: individualism and collectivism, feminism and masculinity, long and short-term orientation, power distance, uncertainty avoidance. Individualism some culture has a preference for individualistic approach and some prefer collectivistic approach.

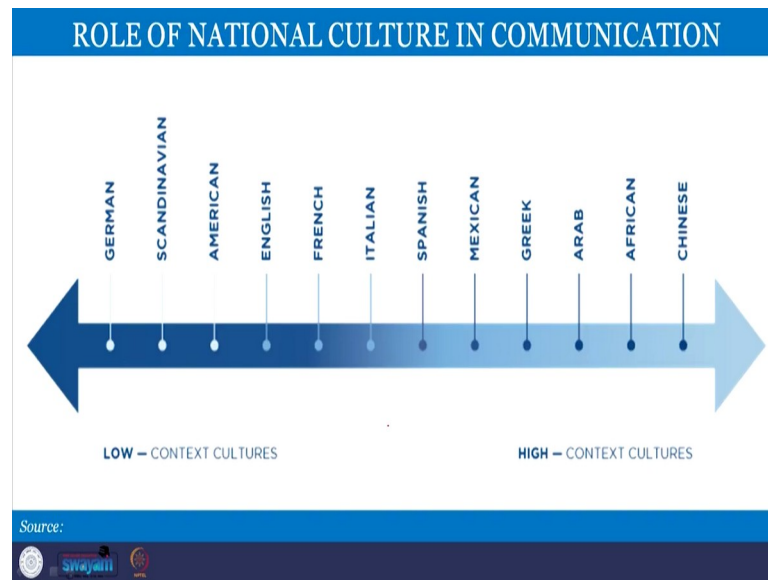
So, they go or they prefer group based decision making, group orientation, feminism and masculinity. Some are their preference is masculine approach or masculinity or feminism or soft versions or softer approach. Masculine culture is mostly aggressive, competitiveness – they emphasize on these characteristics.

Long and short term orientation: some organizations some cultures prefer on long term objectives and some prefer on short term objectives. There is a power distance also followed in some organization some cultures. Power distance means there is a distance which is maintained between the top.

And the lower level of management and this has it is origin or genesis from the national culture. Some culture like in India we have we prefer hierarchy or because in our social learning we have seen in our families there is a respect or obedience.

Respect for elders and the youngsters are obedient or they prefer they respect to the elders in the family which has a reflection in the society which also reflects in the workplace. Uncertainty avoidance: some culture there is a preference for risk taking, some are risk avoidant.

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So, these factors as defined in the national culture by Geert Hofstede has also affected in communication process. So, if you look at or when we categorize the nations based on low and high context culture, we see that there are some countries which are low context countries and some are high context countries. So, German Germany, Scandinavian countries, American, English, French these are low-context cultures and high-context cultures are Arab, African, Chinese, Greek.

So, what we have understood is low-context cultures explicitly emphasize on verbal communication and high-context cultures which they are that are implicit and rely heavily on the context; low-context culture relies on the direct language and high-context culture focus on indirect language. So, the this is the interpretation of or role of culture in communication process role of national culture in communication high or low-context.

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ROLE OF NATIONAL CULTURE IN COMMUNICATION	
High Context or Low Context? ¹	
High Context	Low Context
A high context culture values formality, face-saving communication, relationships, and the slower pace needed to develop relationships	A low context culture values informality, direct communication, results, fast pace, and punctuality
<ul style="list-style-type: none">• Conduct business through development of relationships• Nonverbal communication is important• Contracts are the basis of relationships• Time is fluid and schedules tend to be flexible	<ul style="list-style-type: none">• Relationships interfere with business• Precise verbal agreements are important• Contracts are binding and exist apart from personal relationships• Time is treated as a commodity and schedules are carefully observed
Source:	
	

High-context culture values formality, face to face saving, communication, relationship and the slower pace needed to develop relationship. And, whereas, in contrast, a low-context culture values informality, there is less obeyance of rules and regulations, direct communication is given more emphasis, results, fast pace and punctuality.

And, high-context culture they conduct business through development of relationship. Their emphasis on relationship building, nonverbal communication is important and contacts are based on the relationship. Contracts are the basis of relationship time is fluid and schedules tend to be flexible.

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BODY LANGUAGE ISSUES



All of these common U.S. hand signs are offensive somewhere in the world.

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Whereas, in the low-context culture, relationship interference with business, precise verbal agreements are important and contracts are binding and exist apart from personal relationship, and the time is treated as a commodity and schedules are carefully observed. So, body language issues and all of these common there are some common hand signs in in case of different context – offensive somewhere in the world, sometimes it is accepted.

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A CULTURAL GUIDE

❖ To reduce your chance of making a *faux pas* in another culture by:

- ☐ Assuming differences until similarity is proven
- ☐ Emphasizing description rather than interpretation or evaluation
- ☐ Practicing empathy in communication
- ☐ Treating your interpretations as a working hypothesis



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So, therefore, there are different cultural cues which result in miscommunication or effectiveness or ineffectiveness and communication. A cultural guide if you see quickly we can say it reduces the chance of making faux pas in another culture if we understand the culture of the, culture of the receiver or the audience.

Assuming differences until similarity is proven. So, cultural sensitive sensitivity is very important. Emphasizing descriptions rather than interpretation or evaluation. Let us not must over evaluate or under evaluate other people's culture rather understanding the culture and then beginning the conversation or the communication is important.

Practicing empathy in communication. So, what we have discussed so far is emphasizing with the other party in the communication process it is important to understand, it is important to know how what is the cultural connotation, what is the cultural interpretation of the person who is in conversation.

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After this role of national culture in communication and culture as a barrier in communication process and how we can understand the differences in culture like high and low-context culture, the various variables which help in which interfere in the communication process a person can be effective in communication if he understands the various understands the importance of culture in communication process. Next we will discuss about the communication style.

As we know that different individuals have different ways of communication, their communication styles are different based on their ability to speak or write. So, there are different types of communication styles –direct versus indirect communication style. What is direct communication when a person goes straight to the point openly confronts issues or difficulties express information clearly without need for guess or when there is more transparency.

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INDIRECT COMMUNICATION

- ❖ Focuses on tone and being polite
- ❖ Avoids direct conflict; may “Sugar-coat” bad news
- ❖ Express opinions/concerns diplomatically

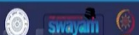


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EXAMPLES OF COMMUNICATION

DIRECT	INDIRECT
What's your job?	Can I ask what industry you're working in?
Come to my office please.	If you're not busy now, could you please come to mu office?
Turn on the light.	Would you mind turning on the light please?
I was here first [get behind me]	Sorry/excuse me, but I was here first. You can go after me.



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Indirect communication is one when the focus is on tone and being polite; avoids direct conflict maybe sugar coated bad news may be may sugar coat bad news; express opinion concerns diplomatically. So, examples of communication direct and indirect; direct communication can be when you ask questions like – what is your job?

Come to my office place. Turn on the light. I was here first, get behind me direct. Indirect is, can I ask what industry you are working in? If you are not busy now, could you please come to my office? And, would you mind turning on the light please? Sorry, excuse me, but I was here first. You can go after me.

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DIRECT OR INDIRECT

- ❖ In general, is it better to be Direct or Indirect in the workplace?
- ❖ What about when you're dealing with customers?

The slide features a photograph of a modern office interior with several people working at desks. To the right of the photo is a Venn diagram with two overlapping circles. The left circle is yellow and labeled 'Your Needs' with 'Aggressive' written below it. The right circle is blue and labeled 'Others' Needs' with 'Passive' written below it. The overlapping area in the center is labeled 'Assertive'.


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So, these are the differences in how we speak direct or in direct communication. In general, it is better to be direct or indirect in the work place? So, we must ask in what situations we should be direct and in which situation there should be an indirect communication? What about when you are dealing with your customers?

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INDIRECT COMMUNICATION

- ❖ Indirect Communication is more polite and non-confrontational – especially when you're talking to strangers or acquaintances.
- ❖ It tends to follow the same structure (when asking questions)



The diagram illustrates the structure of indirect communication as a formula: a blue circle labeled 'Introductory phrase' followed by a plus sign, another blue circle labeled 'Information you seek', followed by an equals sign, and a final blue circle labeled 'A more polite indirect question!'.

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So, we if we see whether we need to be aggressive, whether we need to be assertive or whether we have to be passive, what is right communication style we must understand each of them in more details. Indirect communication is politer and non-confrontational – especially when you are talking to strangers or acquaintances.

So, depending on what situation you are in you must adopt the communication style. It tends to follow the same structure when you are asking questions.

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SITUATION ANALYSIS

If you need to let your supervisor know some bad or unpleasant news – what's your communication approach? What if a stranger was sitting in your seat on an airplane. What would you say?









• Direct (Assertive)		• Direct (Assertive)	
• Indirect (Passive)		• Indirect (Passive)	
• Blunt / Rude		• Blunt / Rude	
• Avoidant		• Avoidant	


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So, use of introductory phrases, information that you seek will result in a politer indirect question. So, there are different situations analysis of situation is very important. If you need to let your supervisor know some bad or unpleasant news what is your communication approach?

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SITUATION ANALYSIS(cont.)

<p>If your friend or family member had a partner / spouse you didn't like, how would you express this issue?</p> <ul style="list-style-type: none"> • Direct (Assertive)  • Indirect (Passive)  • Blunt / Rude (Aggressive)   	<p>If you need to let your supervisor know some bad or unpleasant news – what's your communication approach?</p> <ul style="list-style-type: none"> • Direct (Assertive)  • Indirect (Passive)  • Blunt / Rude  • Avoidant 
--	--


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So, I am just raising few questions – what if a stranger was sitting in your seat on an airplane, what would you say? The third situation is if your friend or family member had a partner or a spouse you did not like; how would you express this issue? The fourth one is if you need to let your supervisor know some bad or unpleasant news what is your communication approach? So, or whether you should adopt in all these 4 situations whether you have to be assertive, passive, blunt or rude or avoidant?

What should be the appropriate communication style? Whether you have to be aggressive? What we need to be out of all these communications style which is most which is most appealing in each of these situations? Consider the following situations. You are meeting your customer for the first time and music at the cafe is loud, what would you say to the cafe staff? Turn down the music please. I am giving you 2 options.

Would you mind turning down the music please? The second one the second question comes is, you are lost and late for a meeting and asking a stranger for a direction for 6th avenue, the address. Do you know where is 6th avenue – an option a; option b is, excuse me do you know where the 6th avenue is?

Third question or the third situation is how would you borrow money from your friend when you forgot your wallet? Option a is, can you lend me money? Option b is, would you mind lending some money to me? I will pay back pay you back tomorrow.

So, which type of communication would be more suitable in the above situations, direct or indirect? So, it is for the reader to understand which is most comfortable in in all these situations, which is mostly accepted by the reader or the audience?

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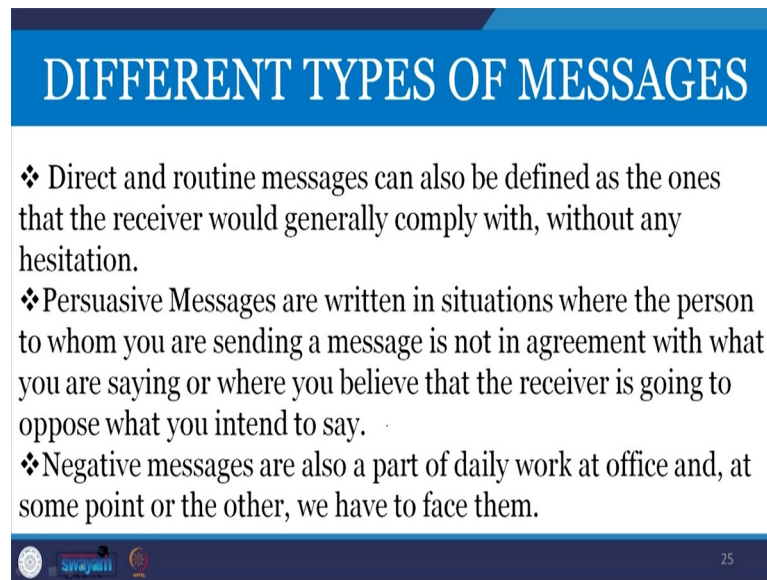
DIFFERENT SITUATIONS CALL FOR DIFFERENT COMMUNICATION STYLES

- ❖ The different types of messages
- ❖ Strategies to respond to different types of messages
- ❖ Different formats of messages
- ❖ The methods of writing for the Web
- ❖ How to write electronic messages

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Different situations what we conclude from the previous discussion is different situations demand different type of communication skills. We cannot adapt one communication style in all these situations. The different types of messages and in this further we will discuss about what are the different messages; the types of messages, strategies to respond to different types of messages; different formats of messages; the method of writing for the web and how to write electronic message.

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DIFFERENT TYPES OF MESSAGES

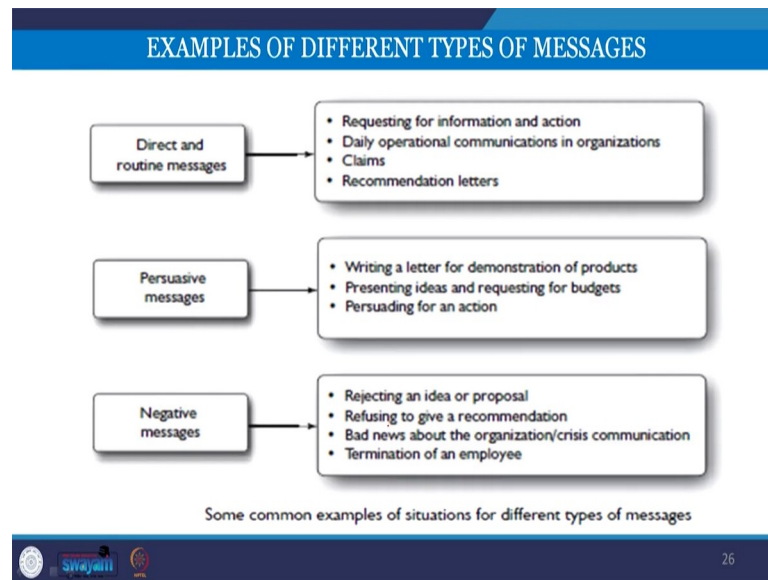
- ❖ Direct and routine messages can also be defined as the ones that the receiver would generally comply with, without any hesitation.
- ❖ Persuasive Messages are written in situations where the person to whom you are sending a message is not in agreement with what you are saying or where you believe that the receiver is going to oppose what you intend to say.
- ❖ Negative messages are also a part of daily work at office and, at some point or the other, we have to face them.

 25

For different types of messages can be routine direct and routine messages, negative messages or persuasive messages. Direct and routine messages can also be defined as the once that the receiver would generally comply with without any hesitation. Negative messages are a part of daily work office, a work at office.

And at the same point or the other we have to face them. Persuasive messages are written in situation when the person to whom you are sending a message is not in agreement with what you are saying or where you believe that the receiver is going to oppose what you intend to say.

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So, examples of these different types of messages. Direct message – requesting for information and action; daily operational communication in organizations; routine claims and recommendation letters. Persuasive messages are writing a letter for demonstration of products; presenting ideas and requesting for budgets; persuading for an action.

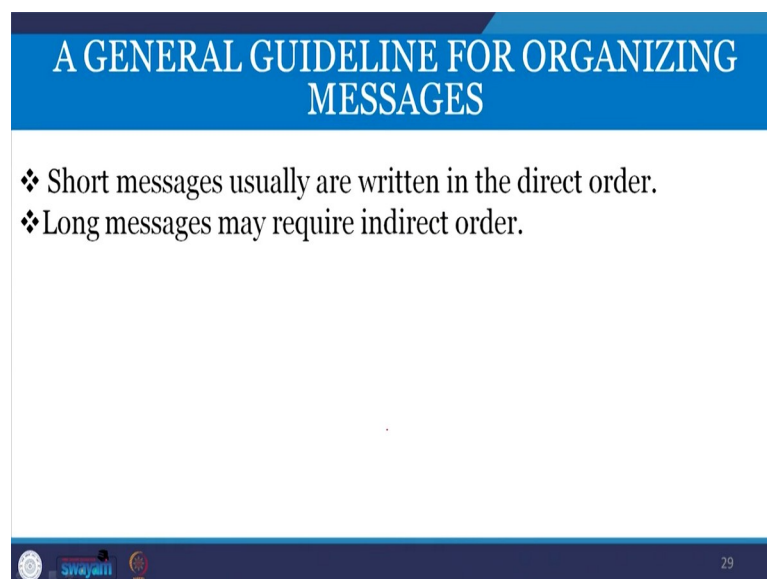
Negative messages are rejecting an idea or proposal, and refusing to give a recommendation and bad news about the organizational crisis or communication, termination of an employee. So, these are various situations of good news or direct and routine messages, negative messages and persuasive messages and various examples.

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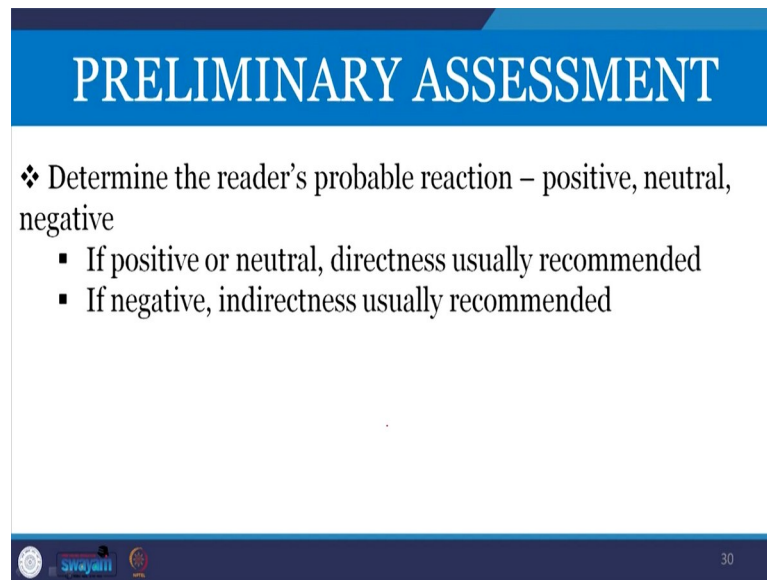


So, what we have understood is directness is adopted. Direct communication style is adopted in case of good news and neutral situations. To make a preliminary assessment a general direct plan application of the general direct plan to writing routine enquiries, favorable responses, adjustment grants, order acknowledgements, claims and operational messages. Short messages usually are written indirect message direct order. Long messages may require indirect order.

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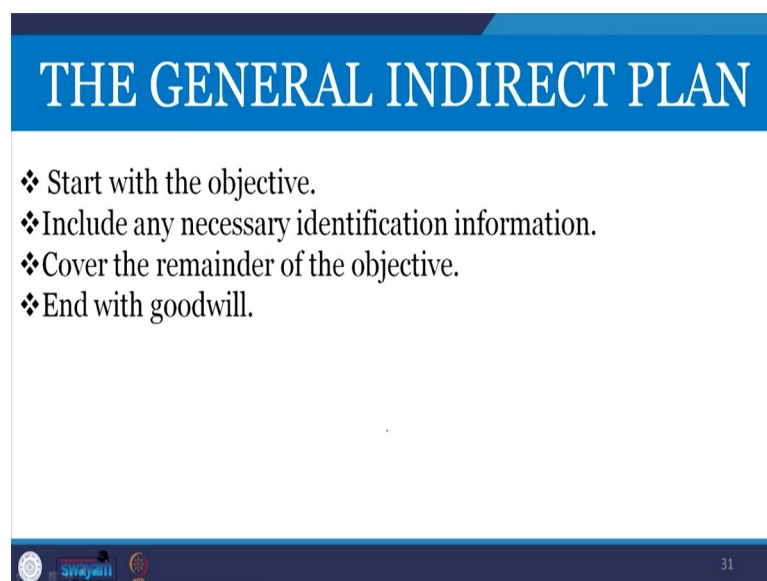


PRELIMINARY ASSESSMENT

- ❖ Determine the reader's probable reaction – positive, neutral, negative
 - If positive or neutral, directness usually recommended
 - If negative, indirectness usually recommended

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THE GENERAL INDIRECT PLAN

- ❖ Start with the objective.
- ❖ Include any necessary identification information.
- ❖ Cover the remainder of the objective.
- ❖ End with goodwill.


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Determine the reader's probable reaction – positive, neutral, and negative message. If positive or neutral, directness is usually recommended. If a message is negative, indirectness usually is recommended. Writing a general indirect plan start with the objective; include any necessary identification information; cover the remainder of the object and end with goodwill. You are asking for something; your reader is likely to grant.

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PRELIMINARY CONSIDERATIONS IN WRITING ROUTINE INQUIRIES

- ❖ You are asking for something your reader is likely to grant.
- ❖ Thus, a direct approach is justified.




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DIRECTNESS FOR ROUTINE INQUIRIES

The message plan:

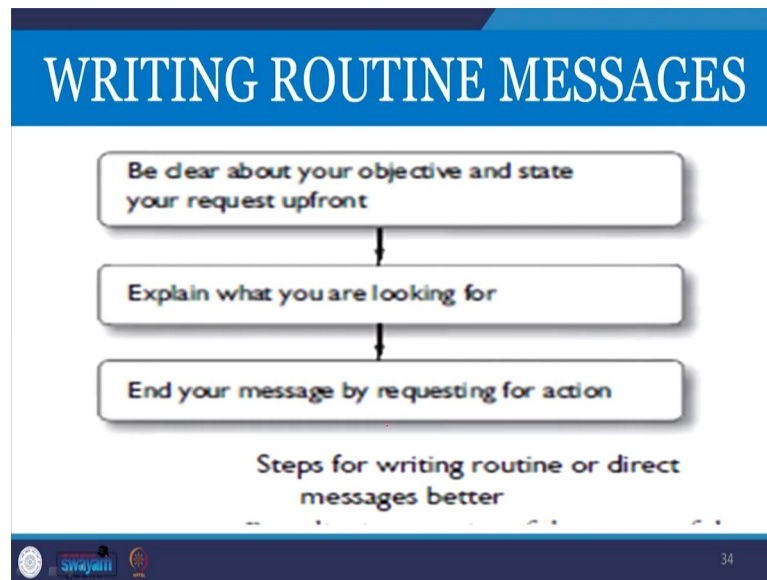
Opening	<ul style="list-style-type: none">❖ Begin directly with the objective.<ul style="list-style-type: none">▪ Either ask a specific question or▪ make a general request for the information.
Body	<ul style="list-style-type: none">❖ Include any necessary explanation--wherever it fits (as a separate part of the message or worked in with the questions).❖ If a number of questions are involved, give them structure.<ul style="list-style-type: none">▪ May number them.▪ Make them stand out.
Closing	<ul style="list-style-type: none">❖ End with goodwill words--something appropriate that fits the one case.



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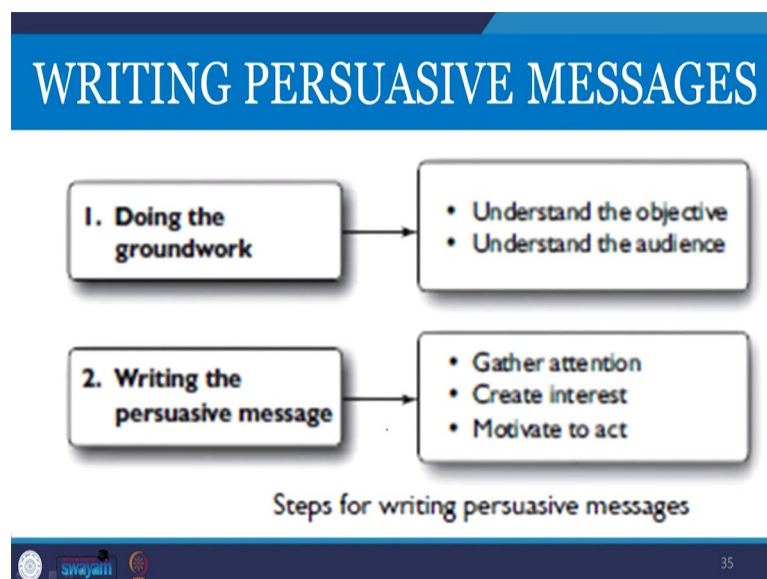
This is direct approach. The direct approach is justified – preliminary considerations in writing routine enquiries. Directness for routine inquiries. The message plan: could be opening a sentence begin directly with the objective. Either ask a specific question or make a request for information. Body of the text could include any necessary explanation whether it fits as a separate part of the message or worked in with questions. If a number of questions are involved give them a structure maybe number them.

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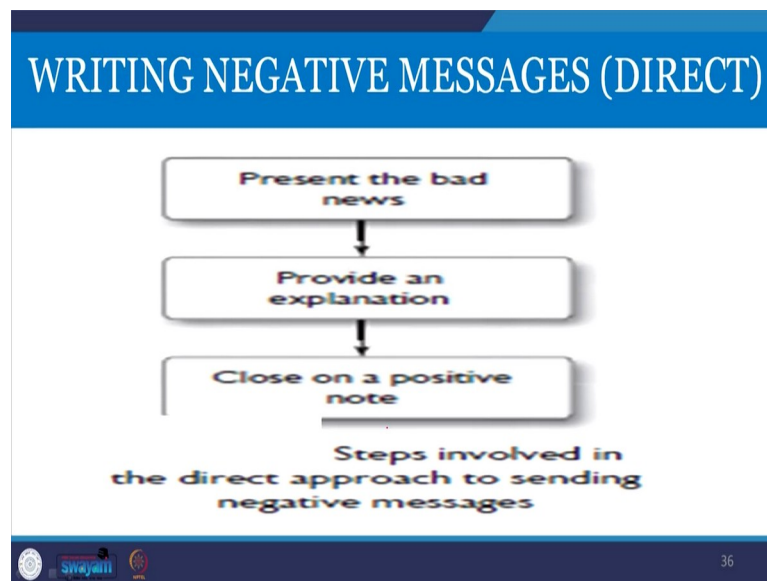
Make them stand out with some use of bullets and closing of the sentence could be closing of the message with end with goodwill words, never end with negative words something appropriate that fits in this case. Writing routine messages – be clear about your objective and state your request upfront; explain what you are looking for; end your message by requesting for action. These are various steps of writing routine or direct message for better or effectiveness.

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Writing persuasive messages: doing the groundwork and writing persuasive message. While doing the groundwork we have to understand the objective. What is the objective of the message? Understand the audience or audience analysis. Writing a persuasive message – gather attention, create interest and motivate to act. These are conclusively the writing step used for writing persuasive message. How do we write a negative message? The negative message presents the bad news.

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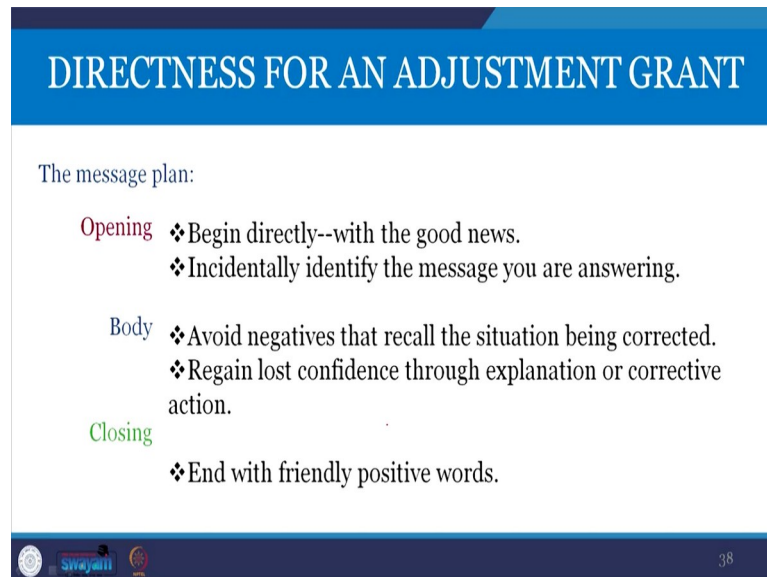
PRELIMINARY CONSIDERATIONS IN WRITING AN ADJUSTMENT GRANT

- ❖ The news is good.
- ❖ Something bad has happened, and you are correcting it.
- ❖ But even though the main message is good news, you have the need to regain lost confidence.

The slide features a blue header with the title 'PRELIMINARY CONSIDERATIONS IN WRITING AN ADJUSTMENT GRANT'. Below the header, there is a list of three bullet points, each preceded by a diamond symbol. The slide also includes a blue footer with logos and the page number 37.

And provide an explanation, close with the positive note. So, preliminary considerations in writing and adjustment grant: the news is of course, good, but something bad has happened in the past and you are trying to correct it. So, but even though the main messages a good news, you have to, you have the need to regain lost confidence.

(Refer Slide Time: 22:41)



DIRECTNESS FOR AN ADJUSTMENT GRANT

The message plan:

- Opening**
 - ❖ Begin directly--with the good news.
 - ❖ Incidentally identify the message you are answering.
- Body**
 - ❖ Avoid negatives that recall the situation being corrected.
 - ❖ Regain lost confidence through explanation or corrective action.
- Closing**
 - ❖ End with friendly positive words.

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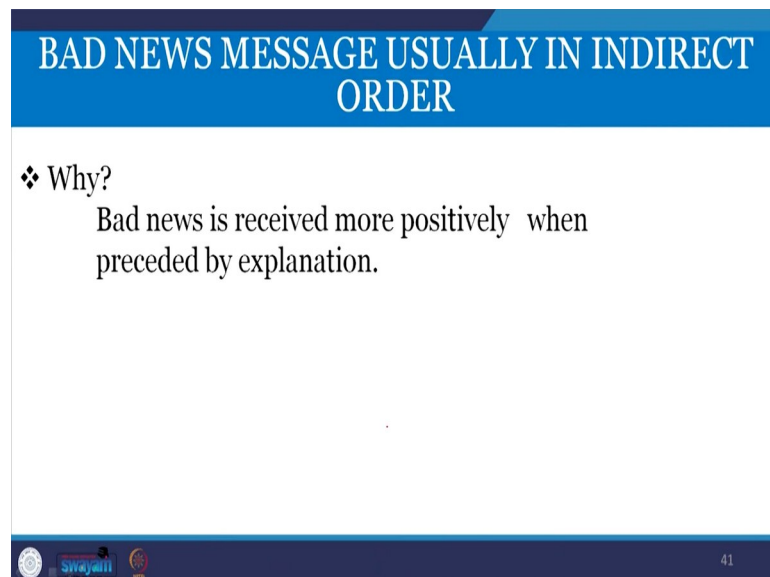
So, directness for an adjustment grant though the message is direct we begin with writing the good news, incidentally identify the message you are answering. And, in the body of the text avoid negatives that recall the situation being corrected; regain lost confidence through explanation of corrective action.

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And, closing sentence could end with a friendly positive word. So, what we generally see is whether a news is a bad news or a persuasive message or a good news in all these situations the closing sentence should be we should end up with a with a positive note in any message.

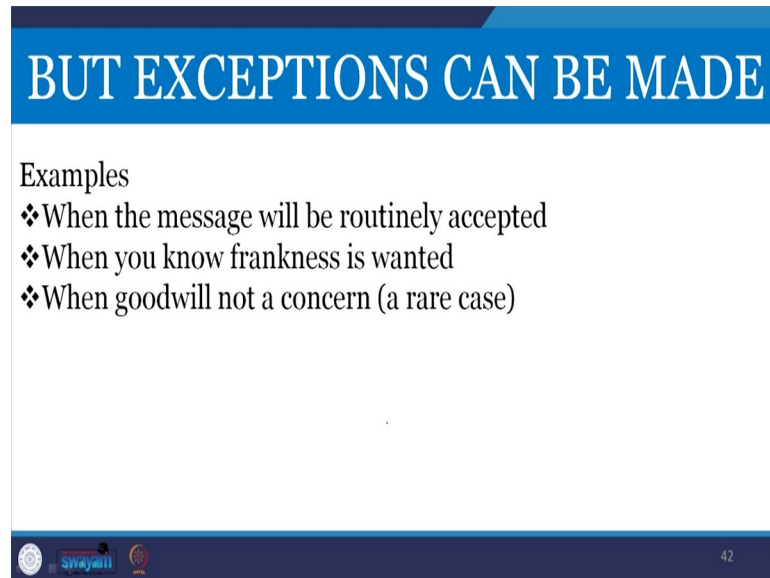
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So, that we can the relationship between the receiver and the sender remains or it ends up with a positive or it ends up within a goodwill gesture. So, how do we write a bad news or an indirect message in general? Why indirect order for bad messages for bad news

messages. A general direct order plan adaptation of the general plan to specific situation. So, what refused request examples of a bad news –refused request, adjustment refusal, credit refusal, negative announcements.

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BUT EXCEPTIONS CAN BE MADE

Examples

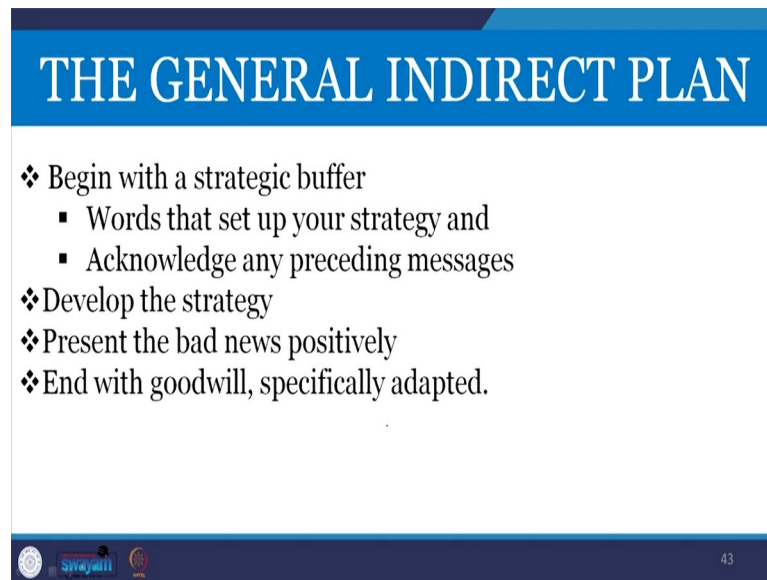
- ❖ When the message will be routinely accepted
- ❖ When you know frankness is wanted
- ❖ When goodwill not a concern (a rare case)

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And, bad news why? Why do we call it? bad news is received most more positively when preceded by an explanation. Generally, what we understood is bad news is will reduce the or relationship with the receiver.

The receiver will respond in a or receive it in a negative manner, but the objective of good writing skill is to reduce that negativity in the message if it is provided with an explanation. Examples of some messages when the message will be routinely accepted.

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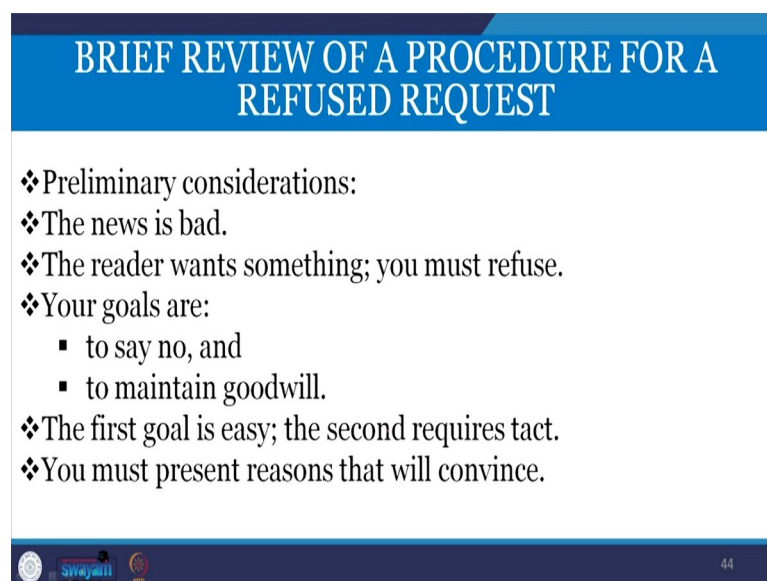


THE GENERAL INDIRECT PLAN

- ❖ Begin with a strategic buffer
 - Words that set up your strategy and
 - Acknowledge any preceding messages
- ❖ Develop the strategy
- ❖ Present the bad news positively
- ❖ End with goodwill, specifically adapted.

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BRIEF REVIEW OF A PROCEDURE FOR A REFUSED REQUEST

- ❖ Preliminary considerations:
- ❖ The news is bad.
- ❖ The reader wants something; you must refuse.
- ❖ Your goals are:
 - to say no, and
 - to maintain goodwill.
- ❖ The first goal is easy; the second requires tact.
- ❖ You must present reasons that will convince.

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When the when we know the frankness is wanted or required, when goodwill is not a concern it is a rare case. So, what we have briefly if you review the preliminary considerations, then the news is bad; the reader wants something, you must refuse; your goal is to say no to maintain goodwill.

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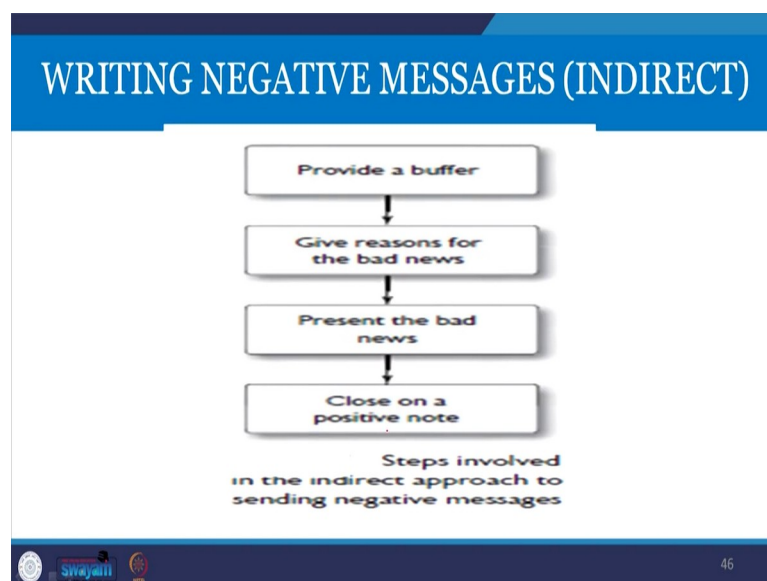
DIRECTNESS FOR AN ADJUSTMENT GRANT

The message plan:

- Opening** ❖ Begin with words that identify the subject, are neutral, and set up the message.
- Body** ❖ Present reasons using positive language and you-viewpoint.
❖ Refuse clearly and positively, embedding where possible to de-emphasize the negative.
❖ Include a counterproposal or compromise when appropriate.
- Closing** ❖ End with an adapted goodwill comment.

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The first goal is easy, the second requires tact; you must present reasons that will convince. So, directness for, there are several situations where we must take care like how we can make the message more effective.

Writing a negative message through an indirect in an indirect order provide a buffer, give reasons for the bad news, present the bad news and then close with a positive note. So, what we have understood here how a message can be written in an effective manner.

And while writing we must take care that we start with an introductory note and the body of text is planned in such a manner if it is a positive news, you can directly, you can follow a direct order, but if it is a negative message the message has to be conditioned in such a manner understanding that the or creating a buffer before we write a write the message directly. So, give reasons for the bad news. So, there is a buffer to be created which will reduce the negativity in the message.

And lastly, we end with a positive gesture. So, in this chapter or organizational communication what we have discussed is communication bridges relationship between 2 parties between the source and receiver.

Communication can be effective if we if the source and the receiver understands the barriers in the communication process. And, they have they adopt different styles of communication in each situation; they adopt different media or channel in communication to make it more effective.

With this, we conclude that communication since it plays a major role in managing knowledge, in organizational change, in decision making there is a specific focus to be required when discussing about the communication in organization.

Thank you.