

Lecture 14 Managers and Communication: Nature and Functions

-Communication

- Came from Latin word “communis” meaning common
- Transmission of common understanding through the use of symbols
 - can be between two individuals
 - could be from one to many
 - could from many to one

-Elements of communication process

- Communicator
- Perception and interpretation
- Encoding
- Message
- Channel
- Non-verbal communication
- Decoding
- Receiver
- Feedback

-Non-verbal communication

- Communication that does not use words

-Body language

-How we look, see, smile, movements of body parts etc.

-Emblems/ gestures

-Movements of body parts

-Noise

-Anything that interferes with the message with intention to distort the intended message

-Downward communication

-Communications that flows from individuals from the higher level in the hierarchy to the lower levels in the org

-Upward communication

-Employees from the lower levels communicates with the highest level

-Sometimes managers solicit suggestion from the lower level managers

-Lateral communication

-Its is the horizontal flow of communication

-Also referred as inter departmental communication

-Diagonal communication

- Its not about horizontal or vertical communication as per se
- It can be in a circular or triangular fashion

-Interpersonal communication

- The arena
 - Its is the area of common understanding
- Blind spot
 - Information known to others BUT not to the self
- The façade
 - Information known to self BUT not to others
 - It may resort to superficial communication
 - Means presenting a false statement/
report
- The unknown
 - When the info is now known to self or other parties involved

-Improvement strategies

- Exposure
 - Reduce façade
- Feedback

- Management styles in terms of communication
 - Managers supplied info which must be understood
 - Managers give command/ orders which must be obeyed
 - Managers must influence and they must be accepted

- Type A
 - Managers neither use exposure, nor they use feedback
 - Lazy type and unwillingness to expand knowledge/ learn

- Type B
 - Focus on satisfying relationship with the employees
 - BUT they are sometimes unable to open up and express their own feelings

- Type C
 - Managers here value their own ideas/ opinions but not ideas/ opinions of others

- Type D
 - Balances the exposure and feedback
 - Most ideal type

- Why communication breaks down
 - Incongruity between encoding and decoding
 - Selective perception
 - When we block out information that goes against our beliefs
 - We only hear what we like to hear.....
 - Stereotyping
 - Negative attitude about certain individuals or thoughts based upon someone's preconceived ideas or experience
- Poor listening skill
- Value judgment
 - Receivers make value judgments
 - They assign the overall worth of the message based on
- Source credibility
- Semantic problems
 - Same words could mean different things to different people
- Filtering
 - Manipulation of information so that it is perceived positively to the receiver

- Communication overload
 - In screening info they sometimes overlook vital info

- Empathy
 - Ability to put oneself in other people's role and to assume the view point and emotions of that person

- Grapevine