Chapter 14 Managers and Communications
Learning Outcomes

Follow this Learning Outline as you read and study this chapter.

14.1 The Nature and Function of Communication

• Define communication, interpersonal communication and organizational communication
• Discuss the functions of communication.

14.2 Methods of Interpersonal Communication

• Describe the components of the communication process.
• Discuss the criteria that managers can use to evaluate the various communication methods.
• List the communication methods managers might use.
Learning Outcomes

14.3 Effective Interpersonal Communication
• Explain the barriers to effective interpersonal communication.
• Discuss ways to overcome the barriers to effective interpersonal communication.

14.4 Organizational Communication
• Contrast formal and informal communication.
• Explain communication flow in an organization.
• Describe the three common communication networks.
• Discuss how managers should handle the grapevine.
Learning Outcomes

14.5 Information Technology and Communication

• Describe how technology affects managerial communication.
• Explain how information technology affects organizations.

14.6 Communication Issues In Today’s Organization

• Discuss the challenges of managing communication in an Internet world.
• Explain how organizations can manage knowledge.
• Explain why communicating with customers is an important managerial issue.
• Explain how political correctness is affecting communication.
What Is Communication?

- **Communication**
  - The transfer and understanding of meaning.
    - Transfer means the message was received in a form that can be interpreted by the receiver.
    - Understanding the message is not the same as the receiver agreeing with the message.
  - Interpersonal Communication
    - Communication between two or more people
  - Organizational Communication
    - All the patterns, network, and systems of communications within an organization
Four Functions of Communication

- Control
- Motivation
- Information
- Emotional Expression
Functions of Communication (cont’d)

• **Emotional Expression**
  - Social interaction in the form of work group communications provides a way for employees to express themselves.

• **Information**
  - Individuals and work groups need information to make decisions or to do their work.
Exhibit 14–1 The Interpersonal Communication Process

[Diagram showing the communication process with nodes for Sender, Message,Medium, Receiver, and Noise, with arrows indicating encoding and decoding processes]
Interpersonal Communication

• **Message**
  - Source: sender’s intended meaning

• **Encoding**
  - The message converted to symbolic form

• **Channel**
  - The medium through which the message travels

• **Decoding**
  - The receiver’s retranslation of the message

• **Noise**
  - Disturbances that interfere with communications
Distortions in Communications

• **Message Encoding**
  - The effect of the skills, attitudes, and knowledge of the sender on the process of encoding the message
  - The social-cultural system of the sender

• **The Message**
  - Symbols used to convey the message’s meaning
  - The content of the message itself
  - The choice of message format
  - Noise interfering with the message
Distortions in Communications (cont’d)

• The Channel
  - The sender’s choice of the appropriate channel or multiple channels for conveying the message

• Receiver
  - The effect of skills, attitudes, and knowledge of the receiver on the process of decoding the message
  - The social-cultural system of the receiver

• Feedback Loop
  - Communication channel distortions affecting the return message from receiver to sender
Interpersonal Communication Methods

- Face-to-face
- Telephone
- Group meetings
- Formal presentations
- Memos
- Traditional Mail
- Fax machines
- Employee publications
- Bulletin boards
- Audio- and videotapes

- Hotlines
- E-mail
- Computer conferencing
- Voice mail
- Teleconferences
- Videoconferences
Evaluating Communication Methods

- Feedback
- Complexity capacity
- Breadth potential
- Confidentiality
- Encoding ease
- Decoding ease
- Time-space constraint
- Cost
- Interpersonal warmth
- Formality
- Scanability
- Time consumption
Interpersonal Communication (cont’d)

• Nonverbal Communication

➢ Communication that is transmitted without words.
  ◆ Sounds with specific meanings or warnings
  ◆ Images that control or encourage behaviors
  ◆ Situational behaviors that convey meanings
  ◆ Clothing and physical surroundings that imply status

➢ Body language: gestures, facial expressions, and other body movements that convey meaning.

➢ Verbal intonation: emphasis that a speaker gives to certain words or phrases that conveys meaning.
Interpersonal Communication

Barriers

- National Culture
- Filtering
- Emotions
- Language
- Information Overload
- Defensiveness
Barriers to Effective Interpersonal Communication

• Filtering
  ➢ The deliberate manipulation of information to make it appear more favorable to the receiver.

• Emotions
  ➢ Disregarding rational and objective thinking processes and substituting emotional judgments when interpreting messages.

• Information Overload
  ➢ Being confronted with a quantity of information that exceeds an individual’s capacity to process it.
Barriers to Effective Interpersonal Communication (cont’d)

• **Defensiveness**
  - When threatened, reacting in a way that reduces the ability to achieve mutual understanding.

• **Language**
  - The different meanings of and specialized ways (jargon) in which senders use words can cause receivers to misinterpret their messages.

• **National Culture**
  - Culture influences the form, formality, openness, patterns, and use of information in communications.
Overcoming the Barriers to Effective Interpersonal Communications

- Use Feedback
- Simplify Language
- Listen Actively
- Constrain Emotions
- Watch Nonverbal Cues
Exhibit 14–3 Active Listening Behaviors

- Avoid interrupting the speaker
- Paraphrase
- Avoid distracting actions or gestures
- Ask questions
- Make eye contact
- Be empathetic
- Exhibit affirmative head nods and appropriate facial expressions

Types of Organizational Communication

• **Formal Communication**
  - Communication that follows the official chain of command or is part of the communication required to do one’s job.

• **Informal Communication**
  - Communication that is not defined by the organization’s structural hierarchy.
    - Permits employees to satisfy their need for social interaction.
    - Can improve an organization’s performance by creating faster and more effective channels of communication.
Communication Flows
Direction of Communication

Flow

• **Downward**
  ➢ Communications that flow from managers to employees to inform, direct, coordinate, and evaluate employees.

• **Upward**
  ➢ Communications that flow from employees up to managers to keep them aware of employee needs and how things can be improved to create a climate of trust and respect.
Direction of Communication Flow (cont’d)

- **Lateral (Horizontal) Communication**
  - Communication that takes place among employees on the same level in the organization to save time and facilitate coordination.

- **Diagonal Communication**
  - Communication that cuts across both work areas and organizational levels in the interest of efficiency and speed.
Types of Organizational Communication Networks

- **Chain Network**
  - Communication flows according to the formal chain of command, both upward and downward.

- **Wheel Network**
  - All communication flows in and out through the group leader (hub) to others in the group.

- **All-Channel Network**
  - Communications flow freely among all members of the work team.
Exhibit 14–4 Three Common Organizational Communication Networks and How They Rate on Effectiveness Criteria

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Chain</th>
<th>Wheel</th>
<th>All Channel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Speed</td>
<td>Moderate</td>
<td>Fast</td>
<td>Fast</td>
</tr>
<tr>
<td>Accuracy</td>
<td>High</td>
<td>High</td>
<td>Moderate</td>
</tr>
<tr>
<td>Emergence of leader</td>
<td>Moderate</td>
<td>High</td>
<td>None</td>
</tr>
<tr>
<td>Member satisfaction</td>
<td>Moderate</td>
<td>Low</td>
<td>High</td>
</tr>
</tbody>
</table>
The Grapevine

• An informal organizational communication network that is active in almost every organization.
  
  ➢ Provides a channel for issues not suitable for formal communication channels.
  
  ➢ The impact of information passed along the grapevine can be countered by open and honest communication with employees.
Terms to Know

- communication
- interpersonal communication
- organizational communication
- message
- encoding
- channel
- decoding
- communication process
- noise
- nonverbal communication
- body language
- verbal intonation
- filtering
- selective perception
- information overload
- jargon
- active listening
- formal communication
- informal communication
- downward communication
- upward communication
Terms to Know (cont’d)

- lateral communication
- diagonal communication
- communication networks
- grapevine
- e-mail
- instant messaging (IM)
- blog
- wiki
- voicemail
- fax
- electronic data interchange (EDI)

- teleconferencing
- videoconferencing
- Web conferencing
- intranet
- extranet
- communities of practice
This work is protected by United States copyright laws and is provided solely
for the use of instructors in teaching their courses and assessing student
learning. Dissemination or sale of any part of this work (including on the
World Wide Web) will destroy the integrity of the work and is not permit-
ted. The work and materials from it should never be made available to
students except by instructors using the accompanying text in their
classes. All recipients of this work are expected to abide by these
restrictions and to honor the intended pedagogical purposes and the needs of
other instructors who rely on these materials.

All rights reserved. No part of this publication may be reproduced,
stored in a retrieval system, or transmitted, in any form or by
any means, electronic, mechanical, photocopying, recording, or
otherwise, without the prior written permission of the publisher.
Printed in the United States of America.