

# Management

tenth edition

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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
- 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

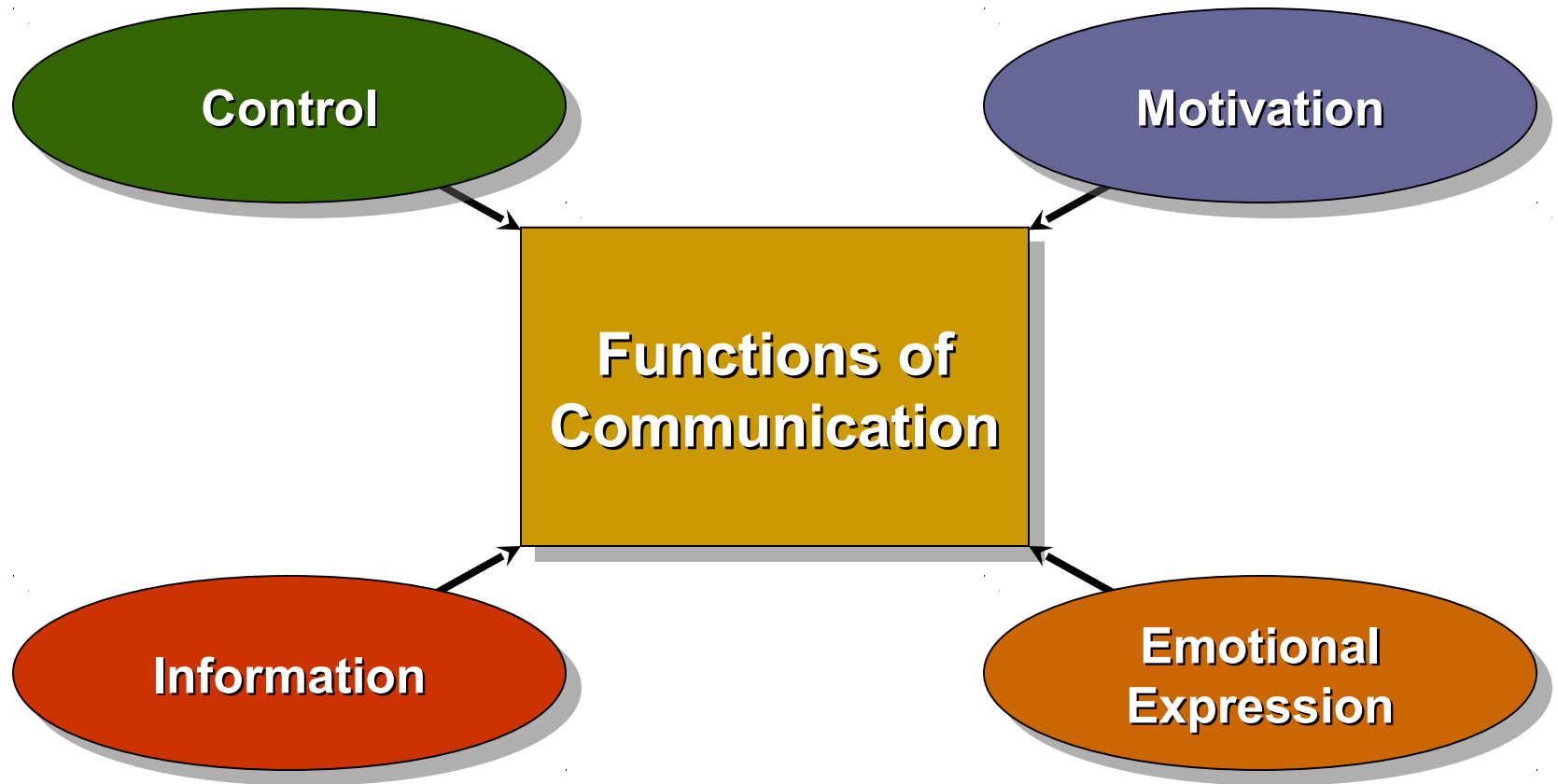
- Discuss the challenges of managing communication in an Internet world.
- Explain how organizations can manage knowledge.
- Explain why communicating with customers is an important managerial issue.
- Explain how political correctness is affecting communication.

# 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



# Functions of Communication (cont'd)

- **Emotional Expression**

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

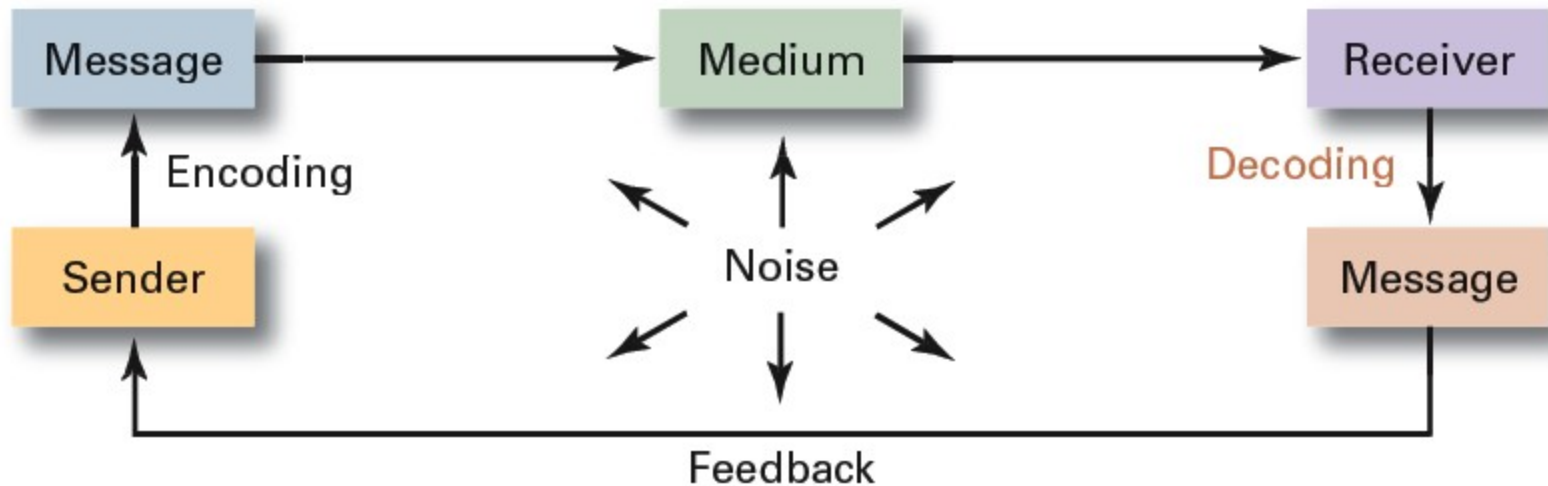
- **Information**

- Individuals and work groups need information to make decisions or to do their work.

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# Exhibit 14–1 The Interpersonal Communication Process

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# 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



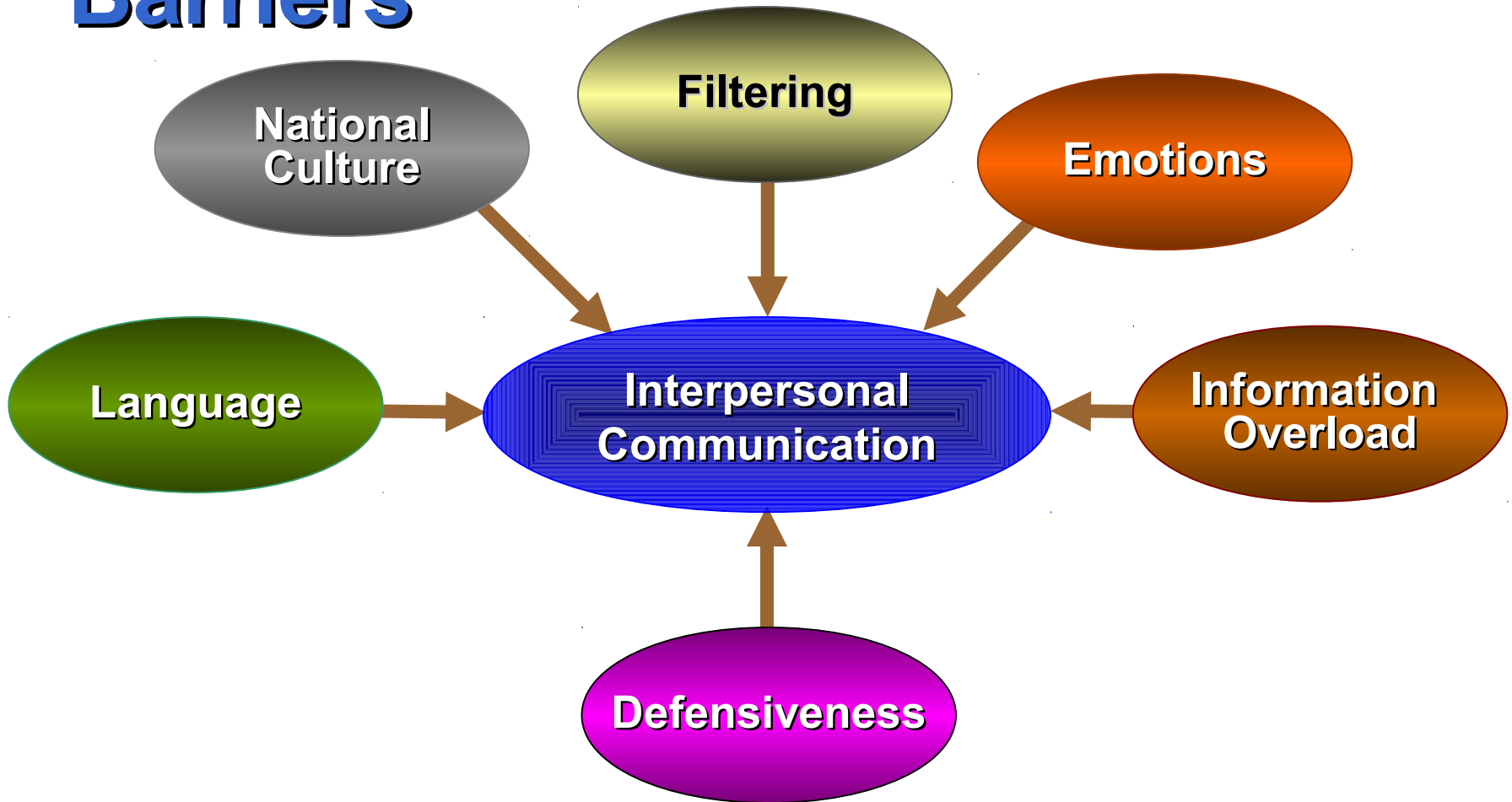
# Evaluating Communication Methods

- **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



# 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

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## Exhibit 14–3 Active Listening Behaviors

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**Source:** Based on P.L. Hunsaker, *Training in Management Skills* (Upper Saddle River, NJ: Prentice Hall, 2001).

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# Types of Organizational Communication

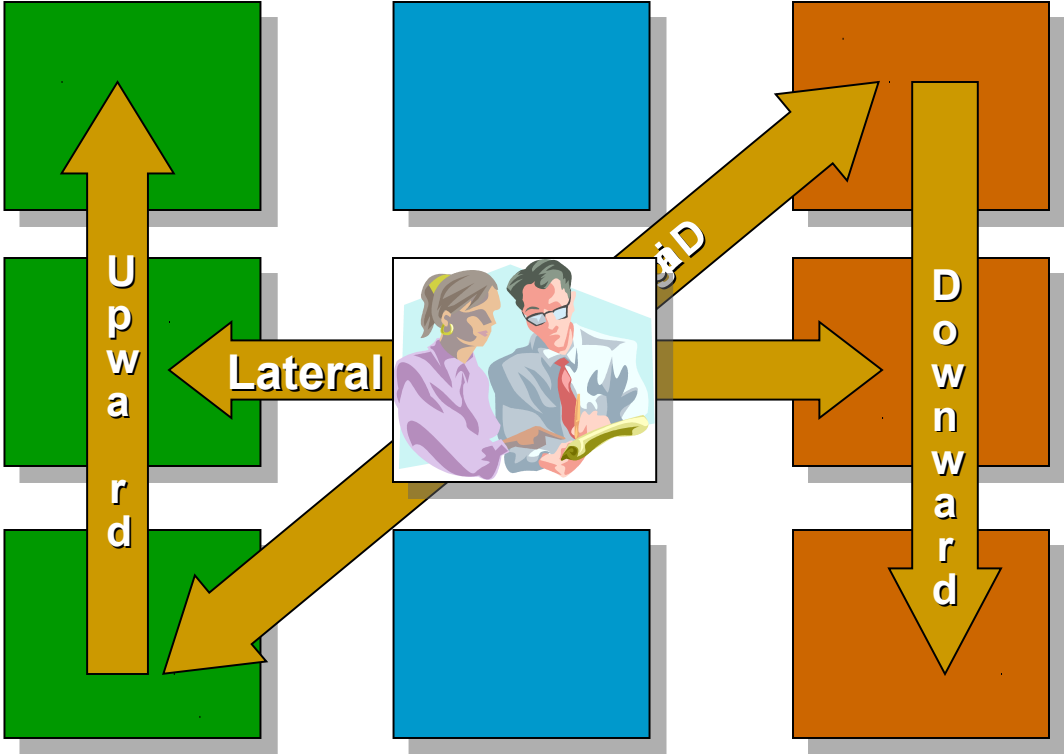
- **Formal Communication**

- 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)

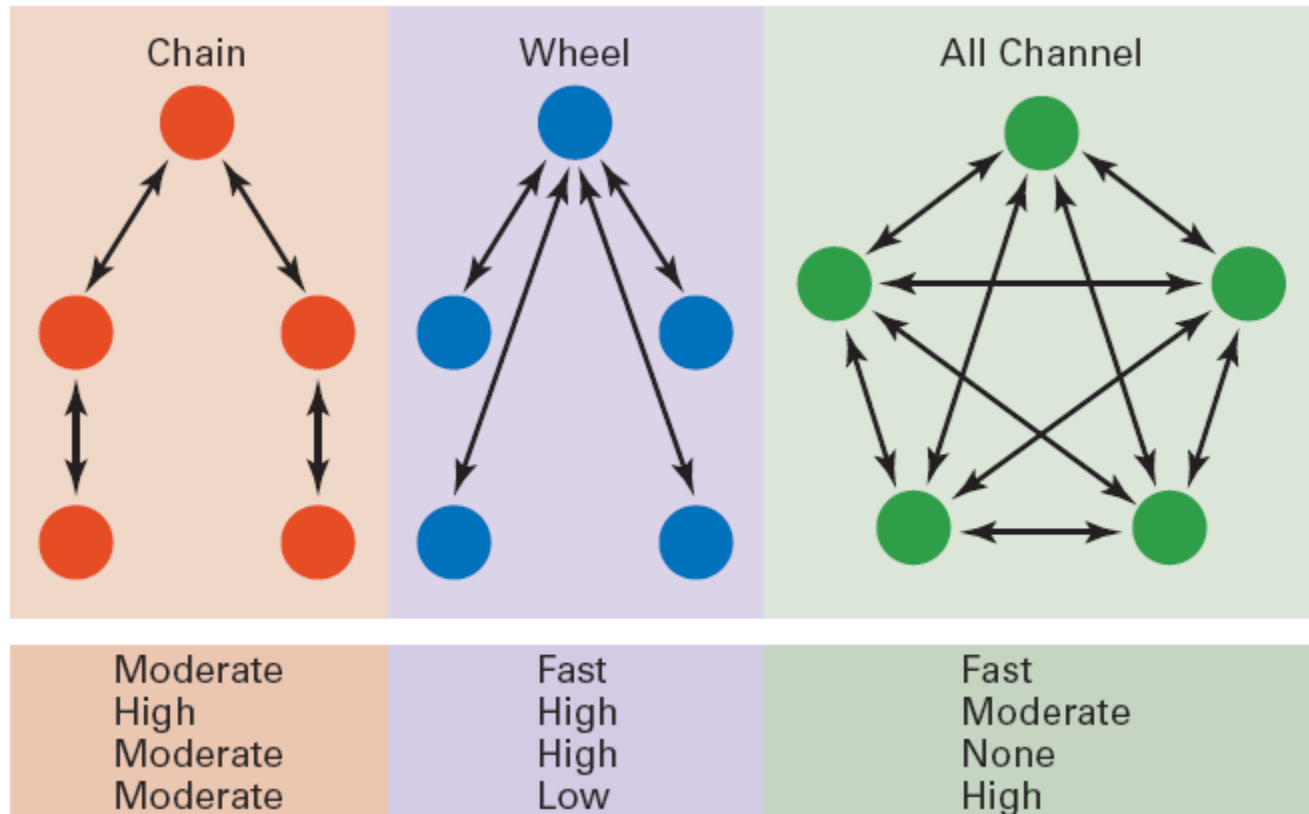
- **Lateral (Horizontal) Communication**
  - Communication that takes place among employees on the same level in the organization to save time and facilitate coordination.
- **Diagonal Communication**
  - Communication that cuts across both work areas and organizational levels in the interest of efficiency 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



# 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



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