

Functions of Communication

Communication

The transference and the understanding of meaning.

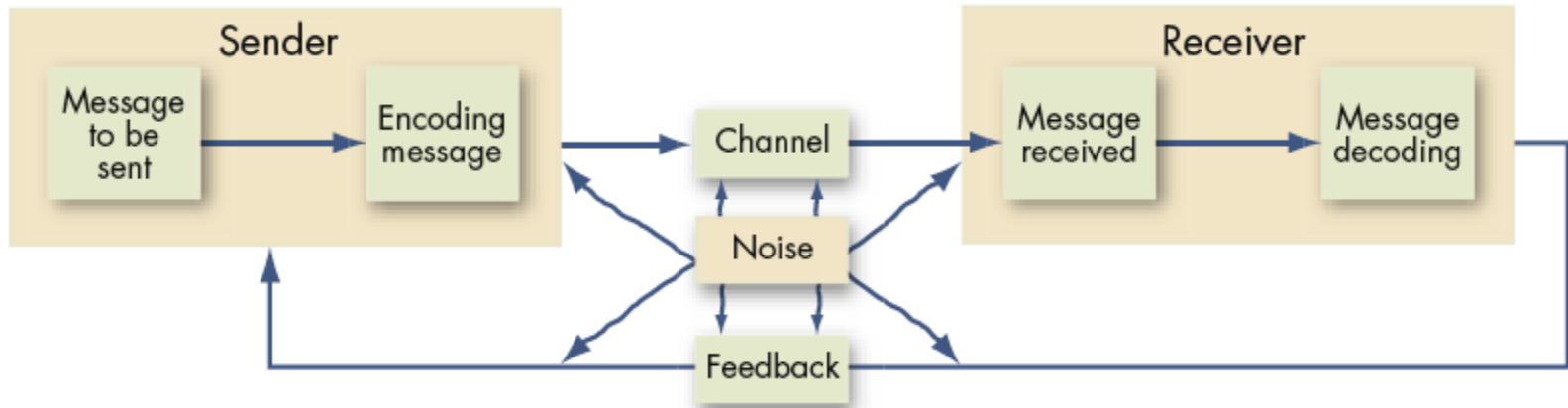
Communication Functions

- 1. Control member behavior.**
- 2. Foster motivation for what is to be done.**
- 3. Provide a release for emotional expression.**
- 4. Provide information needed to make decisions.**

Elements of the Communication Process

- **The sender**
- **Encoding**
- **The message**
- **The channel**
- **Decoding**
- **The receiver**
- **Noise**
- **Feedback**

The Communication Process Model



Communication Process

The steps between a source and a receiver that result in the transference and understanding of meaning.

The Communication Process

➤ Channel

- The medium selected by the sender through which the message travels to the receiver.

➤ Types of Channels

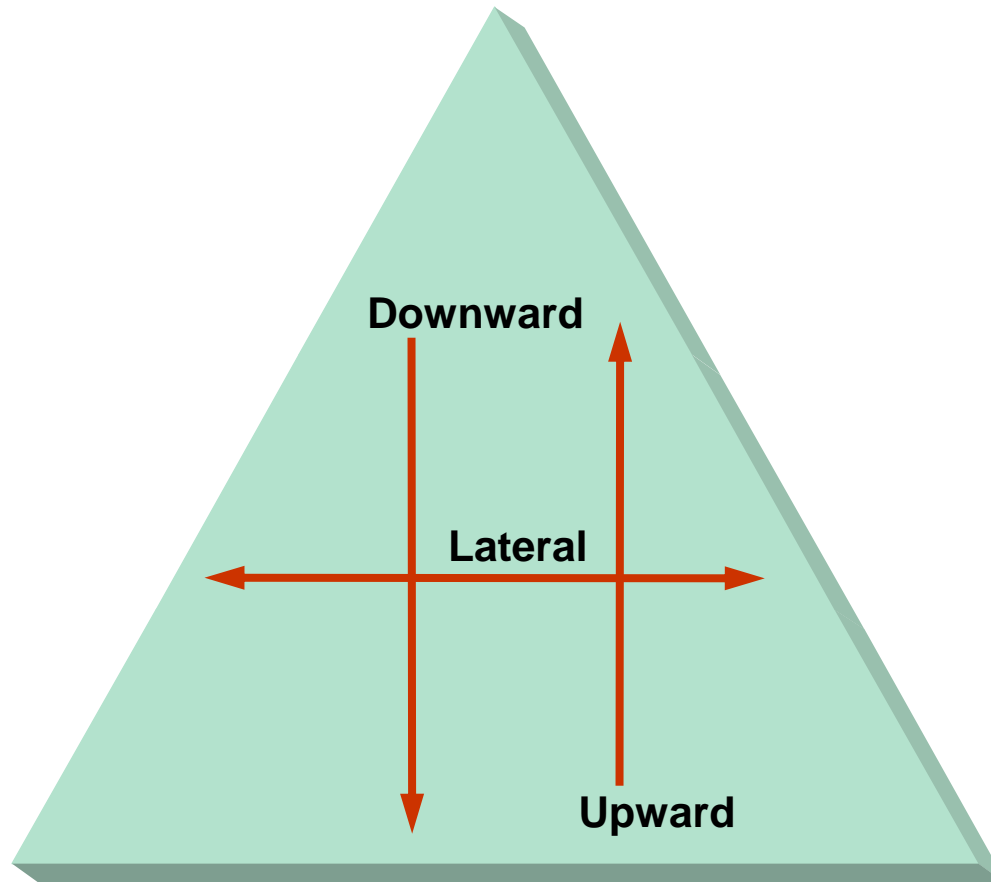
– Formal Channels

- 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.

Direction of Communication



Interpersonal Communication

➤ Oral Communication

- Advantages: Speed and feedback.
- Disadvantage: Distortion of the message.

➤ Written Communication

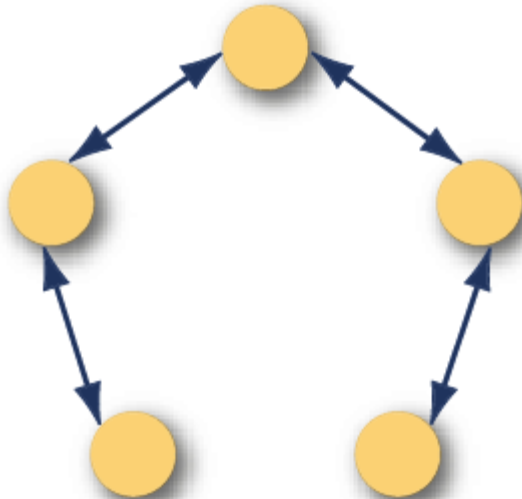
- Advantages: Tangible and verifiable.
- Disadvantages: Time consuming and lacks feedback.

➤ Nonverbal Communication

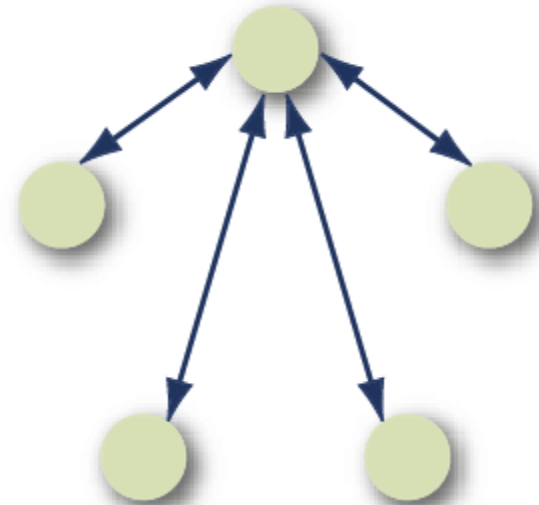
- Advantages: Supports other communications and provides observable expression of emotions and feelings.
- Disadvantage: Misperception of body language or gestures can influence receiver's interpretation of message.

Three Common Formal Small-Group Networks

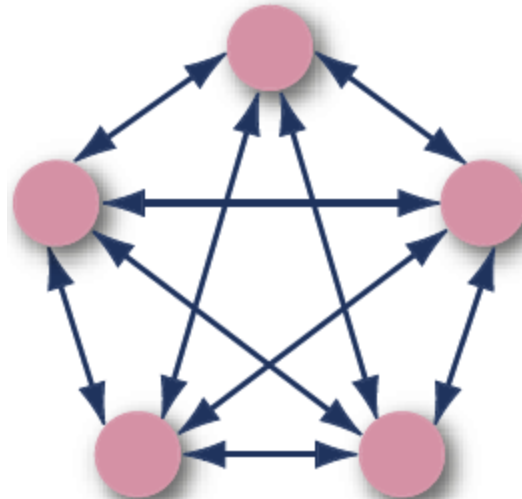
Chain



Wheel



All channel



Grapevine

➤ Grapevine Characteristics

- Informal, not controlled by management.
- Perceived by most employees as being more believable and reliable than formal communications.

Computer-Aided Communication

➤ E-mail

- Advantages: quickly written, sent, and stored; low cost for distribution.
- Disadvantages: information overload, lack of emotional content, cold and impersonal.

➤ Instant messaging

- Advantage: “real time” e-mail transmitted straight to the receiver’s desktop.
- Disadvantage: can be intrusive and distracting.

Computer-Aided Communication (cont'd)

➤ Intranet

- A private organization-wide information network.

➤ Extranet

- An information network connecting employees with external suppliers, customers, and strategic partners.

➤ Videoconferencing

- An extension of an intranet or extranet that permits face-to-face virtual meetings via video links.

Knowledge Management (KM)

Knowledge Management

A process of organizing and distributing an organization's collective wisdom so the right information gets to the right people at the right time.

Why KM is important:

Intellectual assets are as important as physical assets.

When individuals leave, their knowledge and experience goes with them.

A KM system reduces redundancy and makes the organization more efficient.

Choice of Communication Channel

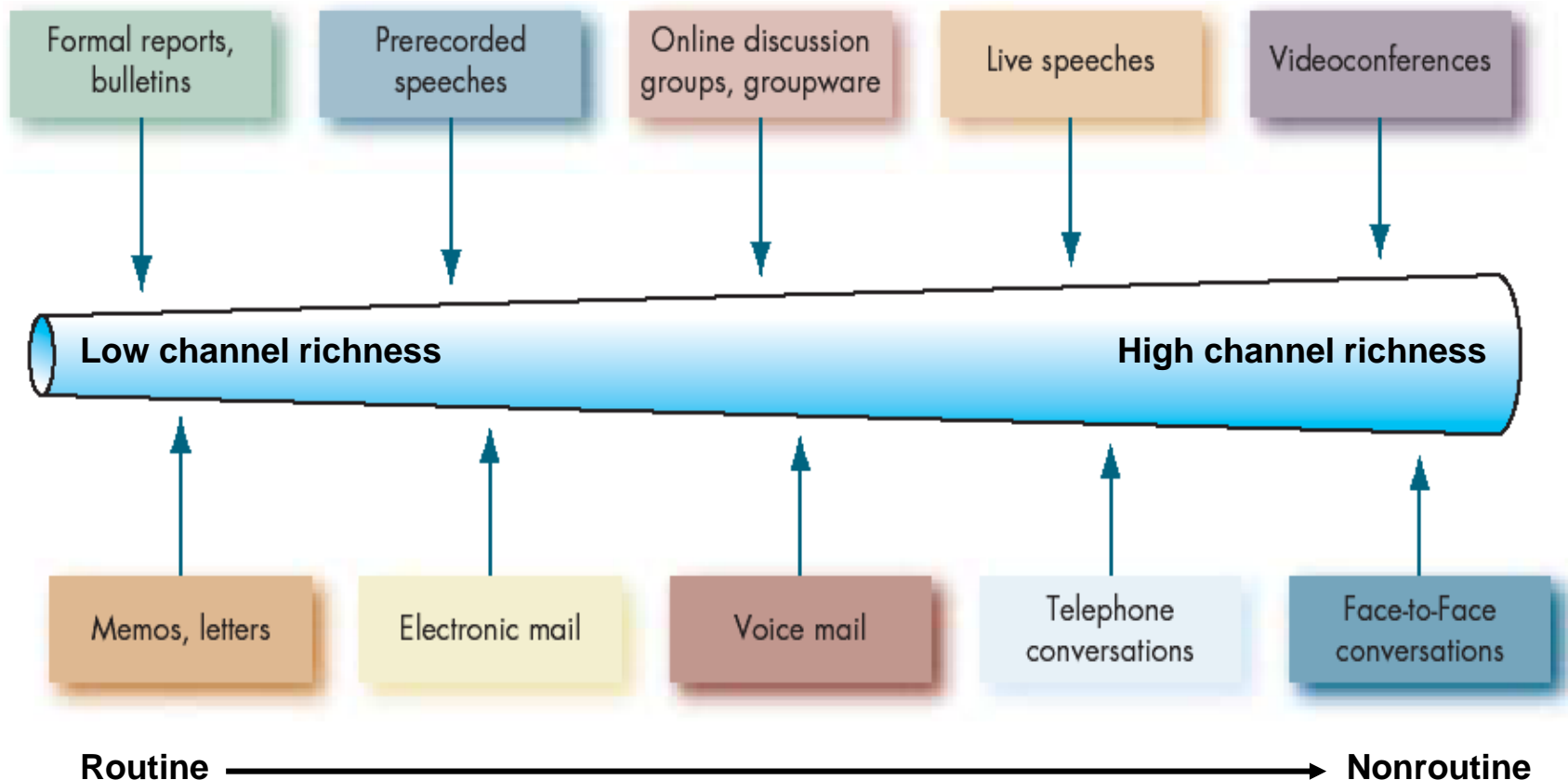
Channel Richness

The amount of information that can be transmitted during a communication episode.

Characteristics of Rich Channels

- 1. Handle multiple cues simultaneously.**
- 2. Facilitate rapid feedback.**
- 3. Are very personal in context.**

Information Richness of Communication Channels



Barriers to Effective Communication

Filtering

A sender's manipulation of information so that it will be seen more favorably by the receiver.

Selective Perception

People selectively interpret what they see on the basis of their interests, background, experience, and attitudes.

Information Overload

A condition in which information inflow exceeds an individual's processing capacity.

Barriers to Effective Communication (cont'd)

Emotions

How a receiver feels at the time a message is received will influence how the message is interpreted.

Language

Words have different meanings to different people.
