Research Paper -Principles of management communications

Research Paper

The Research Paper will be a comprehensive research review of the significant principles of management communications used to successfully achieve organizational objectives. For this assignment of a minimum of eight pages, you need to integrate material from the readings, multimedia, and class discussion boards, and also reflect on professional experience where possible. It is mandatory to include research from the classroom text as well as from six scholarly sources to support your views. Consider the validity of your resources carefully before using them in academic papers. Use at least one professional example to address the topics below.

The following components must be included in order for the paper to be complete:

a.Explain effective communication norms in a business setting. b.Describe the role of interpersonal communication both as a manager and as an employee. What specific techniques have you used to overcome barriers to communication? Be sure to specify your role in the communication. c.Explore the role of international and intercultural interpersonal communications in today’s global businesses. d.Describe both verbal and nonverbal management communication. e.Explain approaches for effective written management communication. f.Analyze various approaches for engaging an audience during a presentation and encouraging active listening. g.Describe effective methods of conflict resolution. h.Analyze techniques for leading teams and group meetings.

Writing the Research Paper

The Research Paper: 1. Must be eight to ten double-spaced pages in length (not including the title and reference pages), and formatted according to APA style as outlined in the Ashford Writing Center. 2.Must include a title page with the following: a.Title of paper b.Student’s name c.Course name and number d.Instructor’s name e.Date submitted

3.Must begin with an introductory paragraph that has a succinct thesis statement. 4.Must address the topic of the paper with critical thought. 5.Must end with a conclusion that reaffirms your thesis. 6.Must use at least six scholarly resources, including a minimum of three from the Ashford Online Library. 7.Must document all sources in APA style, as outlined in the Ashford Writing Center. 8.Must include a separate reference page, formatted according to APA style as outlined in the Ashford Writing Center.

Principles of management communications

**Effective workplace communication**

Workplace communication, if effective, increases the productivity of the employees, builds stronger relationships, resolves problems and eliminates barriers. Poor communication mechanisms in the organization amount to dissatisfaction among the employees thus causing diminished focus, lower productivity and high turnover. Basically lack of information is what causes all these issues. Employees feel that they are not an imperative part of the organization such that the management doesn’t feel the need to share all information with the employees. This has a negative impact on the employer employee relationships. Thus developing effective communication mechanisms is important to establish good relationships and increasing employee motivation and morale. By effectively communicating the organizational goals, vision and mission, the managers can ensure the attainment of those goals by providing the employees with clear directions. Effective communication also improves the time management of the organization. The managers are better able to communicate the deadlines and make the employees work according to those deadlines. To make the communication process fruitful it is the duty and responsibility of the managers to remove the barriers in the communication process viz. one person not paying attention and thus listening partially; one party making assumptions about the whole topic based on past experience or other pre-conceived notions; information overload; emotional distractions; physical barriers, stress etc. One barrier to effective communication is difference in cultures. Employees have varied backgrounds and cultures. Cultures define the way of thinking and way of interpreting and perceiving the world around. Same words can mean different to different people, even if they communicate in the same language because of varied perceptions that are formed because of differences in culture. Culture creates cognitive, behavioral and emotional constraints which increases the probability of misunderstanding. Improving communications is a task that every manager has to undertake in order to boost employee morale and in order to be able to achieve organizational objectives.

What effective communication can do an organization is proved by the success of Google Inc. Google’s culture play a very important role in its success. The company’s culture is very non-formal, relaxed; a culture of employee happiness and success. It’s a culture of innovation, of diversity and of open communication. The office environment displays a relaxed culture. Nobody wears formals to the office, timings are flexible, the organizational hierarchy is not rigid; employees can communicate with the superiors and give suggestions. Weekly TGIF (Thank God Its Friday) meetings are held where the employees can talk directly to the founders of the company and other senior officials. The office and cafes are designed in such a way that they foster communication among the employees about both work and play (Google). This kind of open communication system is good for organizations to thrive.

Following are the important ways of improving the communication within the organization

**Understanding organizational behaviour:** There are different communication methods; it becomes the duty of the managers to identify and use the appropriate method of communication as per the situation. It is upon the management to identify the barriers to the communication process (mainly psychological, behavioral and cultural) and must work to remove those barriers to foster effective communication in the workplace. The barriers to communication can be removed by ensuring that the message sent is clear and concise and is delivered skillfully such that the receiver is focused upon. A proper feedback mechanism is also necessary. Thus, understanding the organization behavior is necessary to achieve effective communication.

**Removing individual biases:** The persons involved in the communication process must ensure effective listening, open mind and positive attitude. They must not involve any pre-conceived notions in the communication process so as to make the process effective.

Effective communication improves the motivation level of the employees and is also responsible for making the whole organizational environment cohesive. Thus communication is an important aspect of every organization, which every manager (at all levels) must have a focus on. So, it’s a responsibility of all the managers to implement effective communication systems to ensure organization wide success (Robbins, 2009).

**Interpersonal communication**

Informal communication is the interaction among the social groups of the organization. This means people who are not even in the same work teams communicate to satisfy their social and belongingness needs. Managing formal communications is easy for the managers. What is difficult is the management of informal communication. A lot of rumors also spread through informal channels (also called grapevine). It is difficult for the managers to identify the source of rumors and stop them from spreading. Thus it becomes even more important for managers to keep a tab on such rumors. This can be done through effective communication. The managers must clarify the misunderstandings as soon as possible. They must ensure that the information is transmitted to the employees as soon as possible so that there is no scope of rumors. Though the managers cannot keep a tab on informal communication but they can try to manage them by themselves being a part of informal groups and by stopping the rumors from spreading.

**Role of international and intercultural interpersonal communications in today’s global businesses**

Globalization has led to development of the ability of the organizations to source the resources from anywhere in the world. The costs and quality of the resources are compared at different places and then best resources are used. Human resources, being one of the resources of the business, are also sourced globally these days. So the employees in an organization may belong to different castes, race and countries. Obviously for the purposes of the business as well as their personal motives, they all must communicate with each other. With increasing diversity, the communication becomes difficult due to differences in cultures, socially acceptable norms and differences in languages. In such scenarios, the role of management increases so as to cultivate, communicate and capitalize on diversity. The business structures these days also increases the international and intercultural interpersonal communication. The business is not located in one single location anymore. Increasingly the organizations have spread their operations all over the world. Their one function may be conducted in one country whereas another in another country. For example manufacturing may take place in a labor intensive country like India, however, the finished goods may be sold in another country. The employees situated in these different countries need to interact on a regular basis for the purposes of business. In such cases, the need for international and intercultural interpersonal communications is aggravated (Lustig, Koester & Zhuang, 2006).

**Verbal and non-verbal communication**

Verbal communication is done using words, which can be oral or written. Non- verbal communication is through gestures and body language. Effective communication is through both the verbal and non-verbal means. Gestures and body language support the verbal communication and make it more meaningful. A right mix of both is required for making the communication more effective (Singh & Chhabra, 2008).

**Approaches for effective written management communication**

Following are the main points to remember for effective written management communication:

***Use of correct tone:*** since the message is not send face to face orally, but is sent through some other medium, hence it is important that the correct tone is portrayed in the message. The formal tone in the official mail and informal tone in unofficial message should be kept and maintained different.

***Know the audience:*** the message content should match the needs and the background of the readers of the message. It should be in an understandable manner for the reader, in the language and the form understandable.

***Organize the information clearly***: the information to be provided should be organized in sequential manner which can be read and comprehended easily.

***Use the right format:*** this is important especially when formal communication is to be done. There are specific formats for letters, memos and e-mails, which must be followed.

***Use visual elements carefully:*** to make the message more reader friendly, the visual elements can be used. This makes the read easy and makes the content easy to comprehend. However, the visuals should not be over-used as overuse may defy their purpose and they may not be attractive for the reader but instead distractive (King, 2006).

**Approaches for engaging an audience during a presentation and encouraging active listening**

***Learner preparation:*** briefing the audience about the upcoming session is important to build a base of what they can expect. This increases their interest and enthusiasm for the presentation.

***Repetition and phrases:*** we remember as we repeat. So, important points should be repeated by the speaker and the listeners should also be made to repeat. Common phrases should be used which also make it easier to connect and remember the main points.

***Gather attention:*** after some time, it may so happen that the audience may lose interest and their attention may wander off. The speaker can use certain tricks to gather their attention for example by suddenly making them all stand in the middle of the presentation. Standing increases the blood flow to the brain and hence makes it more active. Some alliterations can be used. More of questions can be asked throughout the presentation. Questions are registered more with the audience. Sharing personal experience also helps in building trust and hence gaining their confidence and attention. Giving them some inside information also keep them glued to their seats.

***Support to content***: the content should be shared in the form of a story, if possible. An element of humor is must as humor binds everybody. Startling statistics about the topic can also be shared and notes could also be given out. These are all tactics to get the maximum attention from the audience. The audience can be indulged with the help of certain games and activities between the presentations.

***Brevity:*** being brief with the content is another important aspect to make the presentation leave an impact on the audience. The longer the content, the higher the chances of the audience getting drifted away (Crosbie).

**Effective methods of conflict resolution**

***Gather the group; listen, then speak:*** if the conflict arises among some team members, then it becomes the responsibility of the team leader to gather the members of the group and then talk out the issue. The important point in such meetings is that every person should try to listen to others first and then speak. This gives a better perspective about others’ point of view. Automatically, people start understanding each other resulting into resolution of conflicts.

***Sort the issues soon:*** delay in conflicts’ resolution makes it more difficult to resolve the conflicts. The issues need to be addressed quickly and should be handled impartially.

***Development of team work***: to avoid conflicts in future also, the team cohesion needs to be built up. For this, various training programs can be initiated such as follows:

To improve communication- the back to back drawing exercise will be great to improve communication among the team members. A team of two employees will be created who will sit back to back. One of the team members will be given a particular shape which she will have to describe to the other and that other will have to draw it on the basis of the instructions. An analysis of the picture drawn and the original picture will show how well the members communicate with each other. Another exercise could be the ‘survival scenario’. In this exercise the team members will have to select 12 things that they will take along with them to ensure the survival of all the team members, if their airplane just crashed in the ocean and they can go to a deserted island nearby.

To build trust and interdependence- a great option to improve trust and interdependence is ‘mine field’. In this training game, a team of two employees will be made. In a room or on open field, some objects will be placed at some distance. One team member will guide another and walk her through from one end of the room to the other. Only the people who have trust on each other will be able to finish this game. Those who have trust issues will be able to learn to trust other team members (Mindtools).

**Techniques for leading teams and group meetings**

***Understand the motivations***: first thing that a group leader must do is talk to the team members and understand their motivation of being in the team. The leader must align their motivations with the group goals to make sure that the organization’s as well as the individuals’ interests are best served. The group goals should be well communicated and understood by all team members. Then the goal of each meeting should be communicated beforehand.

***Specification of roles:*** the roles of each team member should be decided and communicated. Clarity in roles make the team members give their best to the task they are assigned to. For doing their role, each team member must be given the required authority and responsibility.

***Open end communication***: communication plays the most important role in any team and in any team meeting. The leader needs to ensure that there is an open communication system such that everybody has the opportunity to voice their opinions.

**Conclusion**

Communication is another tool for management in the workplace. Though production, finance, marketing are the important functions of management, communication is common link which facilitates the carrying out of those functions and facilitates organizational success. There are different communication methods; it becomes the duty of the managers to identify and use the appropriate method of communication as per the situation. It is upon the management to identify the barriers to the communication process (mainly psychological and behavioral) and must work to remove those barriers to foster effective communication in the workplace. Thus, understanding the organization behavior is necessary to achieve effective communication. Effective communication improves the motivation level of the employees and is also responsible for making the whole organizational environment cohesive. Thus motivation and communication are important aspects of every organization, which every manager (at all levels) must have a focus on. So, it’s a responsibility of all the managers to implement effective communication systems and motivation mechanisms, to ensure organization wide success.

**References**

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