COMMUNICATION

in

Organisations



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COMMUNICATION IN ORGANISATIONS

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TO

Timothy Oladeinde, Joseph Olufolahan
and their generation

TO

Timothy Oladeinde, Joseph Olufolahanmi, Morolake Emola
and their generation

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PREFACE

Apart from the basic needs in life, an import element that guarantee the survival of man in his milie communication. Nobody can survive long period of isolati man must communicate and interact with others. There no doubt also that organization, without go communication cannot survive.

For the past ten years I have been teaching appl communication at various levels of education name University and Polytechnic. From experience I found that students at undergraduate and diploma levels n proper grounding in communication in other to funct effectively in the professional word.

This book is written to bridge the gap between the and practice in business/ organizational communicat The students and the professionals in the field will fin very useful.

Each chapter has behavioral objectives, These are points the learner or reader is expected to have maste at the end of the chapter. The book is divided into Chapters. Chapter 1 deals with theory specifically it d with Nature and process of communication, here s models propounded by scholars were examined, likew barriers to effective communication were discussed. Cha 2 examined organization as an open system: vari communication networks and channels were discusse the chapter.

Chapter 3 deals with people, group and groupin the organizations: the leadership behaviour and the ro

Chapter 4 deals with media of communication in anization, these include meetings, oral interviews, ference, letters, reports and memorandum. Chapter eated Non verbal Communication. These include, the of graphics and visual aids.

riting this book I kept three main audience in mind:
Students in Courses on organizational communication
Professionals in various fields, industry, business government and other organizations. Who wish to improve their communication skills and also improve their interactional patterns with other people in their organizations.
Every one who engages in communication with intention to improve on the process of communication within the society as a whole. Especially students and teachers in University, Polytechnics and Colleges of Education will find the book very useful. Also students who are preparing for professional examinations such as ICAN Exams. MIMARK etc will benefit from the book.

I want to seize this opportunity to extend my gratitude the members of my family (my wife, Olubisi. My Children nothy, Folahan and Rolake). Also my thanks go to my ends: Dr. Raheem Oloyo, Mr. Dele Ifenowo, Mr. G.O Ajayi, . Ayo Ajelabi, Dr. Segun Kolawole and Mr. Lanre Akinpelu.

Dr. O. Jiboku
Ilaro.

CHAPTER ONE

THE NATURE AND PROCESS OF COMMUNICATION

OBJECTIVES

At the end of the chapter, you should be able to:

(i) Explain the nature of human Communication
(ii) Define human Communication
(iii) Explain the process of Communication
(iv) Identify some methods of Communication
(v) Identify and explain the barriers to effective Communication
(vi) Define organizational Communication

NATURE OF HUMAN COMMUNICATION

Communication is a phenomenon that is common t all primates i.e. all living organisms communicate. It i doubtful if an organism can survive without communicatio or interaction with it fellow(s) within an environment. It the follows that in a communication situation, there are two o more communicators in a social milieu.

Scholars have studied the communication patterns o various organisms, the organisms communicate just lik man, but their process of communication is not as comple as that of man. For instance birds can communicate with

one another by using whistle; the cows have a way to communicate to themselves; a cow can alert it mate that danger is ahead; ants can alerts one another that there is food somewhere.

Human Communication is complex because it involves human behaviour and man's behaviour is not constant. Likewise there is distinction between the communication of man and other primates because other animals do not have sophisticated language to concretize their thought during communication. Whereas man has a developed language which he can use to concretize his thought during communication with his fellowmen.

COMMUNICATION: A DEFINITION

The word communication comes from the Latin Word "Communis" meaning common. In everyday communication you are trying to establish a 'commoness' or share information, attitude, idea, understanding etc with others. This presupposes that the sender of a message tries to establish commonness or relationship with his listener(s) or receiver(s) when the message is sent.

There are myriads of definitions of communication. Each expert defines it from his/her own perspective. For instance the definition of communication by an electronic Engineer might be different from that of a psycholinguist.

This book is about communication between people as

they attempt to carry out their daily job activities in an organization, hence our definitions will look at communication as a social phenomenon within an organization. Communication can then be described as the sum total of directly and indirectly consciously and unconsciously, transmitted feelings, attitudes and wishes.

Jiboku (1993) defined communication as the process whereby information is exchanged between individuals gfoups or organizations by mean of previously agreed symbols. The information exchanged may be facts, news opinion, requests etc.

Another scholar Woolcott (1994), said communication takes place when an individual passes a message, an idea instruction, information or request from his/her mind to the mind of another person. The message must, if communication is to be successful, be received without being altered, confused or misunderstood.

Rogers and Rogers (1986) defined communication as the process by which an idea is transferred from the source to the receiver with the intension of changing his/her behavior.

The definitions above and some others recognized that there are three basic elements responsible for communication (a) sender (b) the message (c) the receiver. In fact the classical philosopher Artistotle was the first scholar to identify that the three elements must always be emphasized in any definition of communication. You must

also realize that communication is about giving and receivin information (message). All human interaction including th work of business depends on the flow of communication Every member of an organization, be it business, family religious etc interact within the information chain in a defined system.

DEFINITION OF ORGANISATIONAL COMMUNICATION

Like communication, organization has many definitions. For instance, Rogers and Rogers (1986) defined an organization as a stable system of individuals who work together to achieve through hierarchy or ranks and a division of labour common goals.

Another scholar viewed organizations as a system of interrelated parts functioning together to accomplish certain objectives. Thus organization can be described as a social system of cooperation that is designed to enhance individual effort and aimed at goal accomplishment.

Every organization has a structure i.e. a formally established pattern of relationships. And the way in which an organization is structured has an impact on how a manager functions. We shall revisit organization again in the next chapter.

So far. We have attempted to define communication and organization.

This book is concerned with communication within organizations and that between an organization and its

environment. Hence the need to define organizationa communication.

According to Vardaman and Hulterman (1968 organizational communication can be defined as the flow o information. Material, perception and understandin between various parts and members of an organization. This will include all methods, means, all channels, networks and systems of communication. It will also includes all perso to person interchange (i.e. interpersonal communication)

Allen (1984) said, organizational communication i process of creating transmitting and interpreting ideas, facts opinions and feeling within and outside the organization.

Analyzing the communication process from th organizational perspective involves viewing th organizational structure as the primary network throug which communication process flows.

We also realized that apart from communication withi the organization i.e. with the employee. The organizatio will also needs to communicate with the outside world e. society, government, customers etc. thus communicatio is a vital tool of management. Complete information is necessary ingredient in the decision making proces Without adequate information processing, it will be ve difficult for the management to have a firm grip of t organization.

Thus organization communication can be defined the process whereby the organization exchanges informati

ideas, news and message with employees and the outside world by using various media. In order to meet the stated objectives or goals of the institution.

THE PROCESS OF COMMUNICATION

Communication specialists have studied the process of communication at various levels.

They all agreed that communication takes place when people are involved. Hence in every communication situation we always have the source, the message, the channel and the receiver.

Specifically there are five stages in the communication process. The first stage is when the source, the sender or encoder makes a decision to send a message. Thus the source is the originator of the message. It may be an individual or several individuals working together such as management team etc. A source may also be an institution or an organization. The message(s) from the source are of various forms. It can be scream or a fright or grasp of pain, or it may be the result of a careful process of reasoning by the person(s) involved.

The second stage is when the sender encodes the message in an appropriate language. The message is the stimulus, that the source transmits to the receiver. It is what the act of communication is all about. It is the idea that is communicated. The language of communication varies. According to Evans (1979) the language may sympathetic

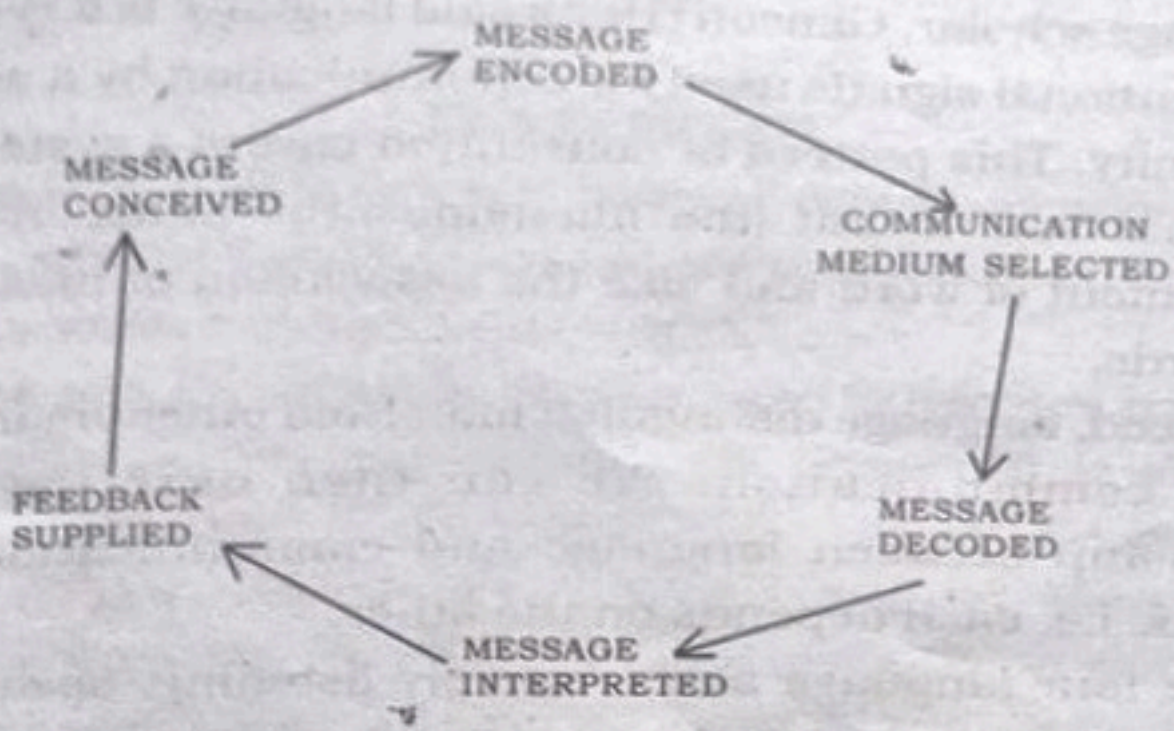
or emotional. It may be a gesture or a carefully written le
The concrete language of communication includes (a)
spoken word (b) the written word (c) the picture or draw

The third stage in communication, is the selectio
communication medium. After appropriate medium
been chosen, the sender then send the message.
medium may be a letter. Interview, or face-to-
discussion, telephone-call, textbook, Radio TV de
speech etc.

The fourth stage, is the decoding of the message by
receiver. The most important single element in
communication process is the receiver the receiver
decode the message coming from the source.

The fifth stage is the provision of feedback by
receiver of the message. This is a response by the rece
to source's message. This may be spoken word, examina
performance etc. Feedback may be described as messa
to the source conveying knowledge of the effectiveness
previous communication. Positive feedback informs
source that the intended effect of a message was
achieved. Characteristics of effective feedback (1) effe
feedback is immediate (2) effective feedback is hones
effective feedback is appropriate (4) effective feedbac
informative.

The process of communication can best be expre
in circle below;



OURCE: EVANS: PEOPLE AND COMMUNICATION

In the process above you must note that there are some asic elements in any communication situation. These clude the sender, the message, the medium, the receiver nd the feedback. Infact communication within the rganization also fits within frame work.

THE RELATIONSHIP BETWEEN LANGUAGE AND COMMUNICATION

Language is an important element in human mmunication. In the simple process of communication e described above you can see that language or code is sed to put across the message. Thus language provides a stem symbols and rules that facilitate human thinking

and communication.

A language scholar, Gimson (1980) said language is a system of conventional signals used for communication by a whole community. This pattern of convention covers a system of significant sound unit (the phonemes) the inflexion and arrangement of word and also the association of meaning with words.

Indeed, language distinguish man from other organism during communication. We can then describe the relationship between language and communication as symbiotic i.e. each depends on the other.

The four language skills, namely listening, speaking reading and writing aid the human communication. It makes interaction to be easy and pave way for effective communication.

COMMUNICATION MODELS

A model is an attempt to represent real world phenomenon in term of abstract theory. Researchers in the past had studied the communication process and came out with series of explanations on the phenomenon. This led to various models and assumptions of communication. Although their postulations are similar, they defer in some explanations.

It is pertinent for us, to study some of these theories of communication, in order to have a firm grip of the nature and process of communication. This will also help to and

inate the communication tendencies within and outside organization.

EVANS MODEL

ns (1989) developed a model of communication. In his anation. Human Communication can best be explained process with five basic stages.

es one involves the sender, who originates and send message with appropriate code. Stage two, is when the der use appropriate language for communication. The d stages is the selection of the medium, here he can ose from the various methods available to put across message. The fourth stages is the decoding of the sage by the receiver. And fifth, which is also the last e, is when the receiver send back a response or signal. his scholar the process of communication is in cyclic er. When the sender receive positive response from the eiver, he can then send another messages and the cess start all over again.

ADVANTGES OF THE MODEL

The model gives all effective explanations of oral communication. To this scholar, speech is fundamental in human communication and communication at the speech level is fundamental. He identified various elements that can aid or hinder communication: but then oral communication is very effective because the sender will be able to get instant feedback form the

receiver.

2. In the model, all the elements are well illustrat including feedback

The scholar exposed the learners to the event (s) und each element. For instance he told us that feedba can be (a) Instant feedback (b) Delayed feedback (c) feedback

3. Another advantage of this model is that, it consider the human angle in communication. To the scholar, t success of communication at a particular time and i particular situation will be determined by t communicators who are involved. Thus the ma communicator (sender) is at the center of the proces He will be responsible for the failure or success communication.

DISADVANTAGES

1. The model emphasizes the oral communication at t detriment of other methods.
2. The model also failed to specify the role of channel the passing of information.
3. Although, the model emphasized the influence human factor. It failed to highlight the influence physical noise such as temperature domestic noise e

SHANNON AND WEAVER'S MODEL

This model was developed by two gentlemen after the wo war II (1949). They were working in the Bell telepho

aboratories in the U.S.A. Claude Shannon was a Mathematician, while Weaver was an Electrical Engineer. Their model, which was named after them reigned as the dominant paradigms of communication until the 1960s. and it continues to affect our conception of communication today. This model analyzed human communication in term of five components: (1) a source. (2) a transmitter (3) signal (4) receiver (5) a destination.

he Source is the originator of the message. It may be an individual or several individual working together within an institution or organization. The sender encodes the message and gets it ready for transmission.

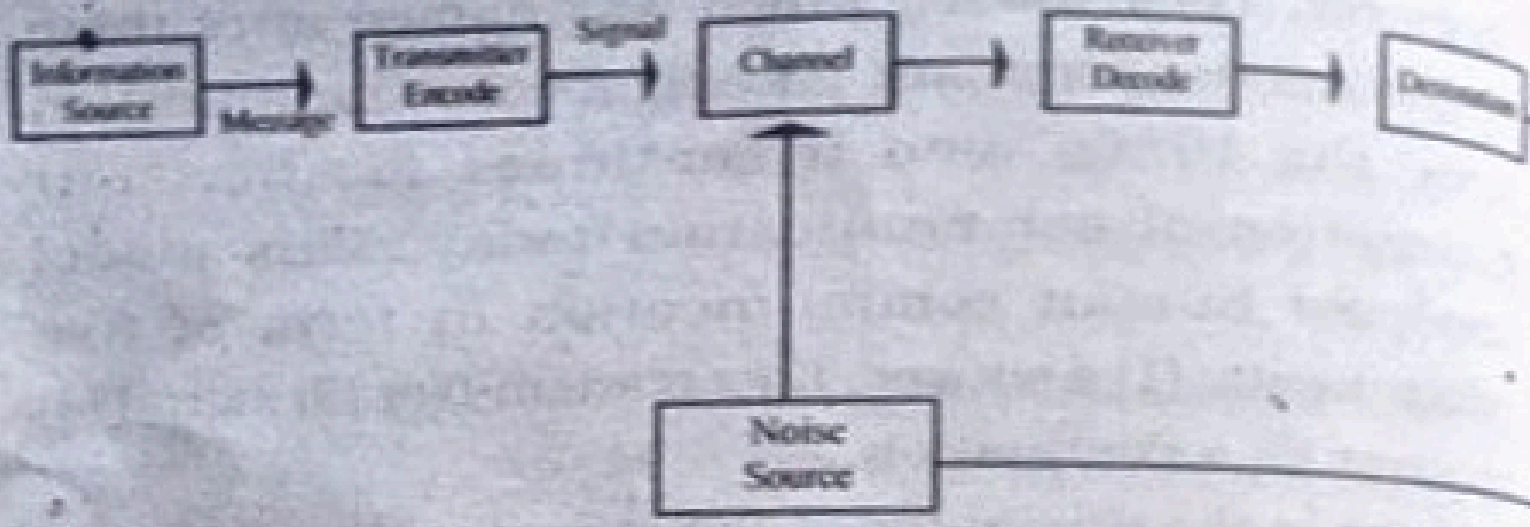
he Transmitter is the technical or physical matter which converts the senders message into signal capable of being transmitted. The message will be stagnant if it did not pass through the transmitter to the receiver. The transmitter is otherwise known as the medium of communication.

he Signal is pointer through which message is sent to the channel.

he Channel is any physical means by which the message is transmitted, e.g. wires and cables which is predominant in telephone and fax. Channels may be classified into mass media or inter-personal channels.

he Receiver, according to these scientists the receiver is n important element in the communication process. The ceiver receives the message coming from the source.

Lets look at the figure below for the illustration of t
model.



SOURCE: SHANNON AND WEAVER 1949

In essence, the contention of this model is that messa
is transmitted from the source to the receiver through
channel. And during the process of transmittion, Noise c
influence the message before it gets to its destination. Th
might be against the choice of the sender.

ADVANTAGES

1. This model happened to be one of the earliest th
will explain the process of communication explicit
It also identified the important elements that a
involved in the process of communicatio
Consequently it has been used extensively
explaining communication as a process of interacti
between two people.
2. The model adds a new element to communicati
process – a noise source. The message originated a
encoded by the sender may not be equivalent to th

message of the receiver. The noise in the process accounts for the differences between message. The noise may be physical or psychological.

3. The model emphasized the influence of noise on the message transmitted. Noise can described as any factor that hinders the effective flow of communication. The sender might not able to control the negative influence of noise.

The model is scientific in the explanation of communication process.

DISADVANGES

This model failed to explain the availability of feedback. In fact there is nothing like feedback in the diagram which illustrates the model. Though there is destination, but then this can described as the response or the feedback from the receiver. Whereas, the feedback is an important element in the process of communication, the process will not be completed without the feedback.

Another demerit of the model, is that, the scholars said, noise can only influence the trasmition and the channel. Another scholars Defleur had proved this to be wrong. In communication process noise can affect every element, not just the channel alone.

The model was originally conceived by scientists with backgrounds in Natural Sciences, their approach was pure science oriented. Also the two exponents were

working for the bell telephone company when they postulated this theory. Thus their concern then, was the effective functioning of telephone as a communication instrument and not with human beings.

4. The theory is silent on human factor. Man is capable of influencing what, where and when an idea or message is communicated. This relegation of human factor in communication makes the model to be inadequate.

NEWCOMB'S MODEL

Newcomb's approach to communication is sociological. To this scholar, communication is at the center of the interaction in every Human environment or society. He also described communication as reaction and interaction of the people within the society.

He emphasized the fact that every individual will need to communicate with others in his society and the effectiveness of his communication would be determined by the goodwill he has established in the past.

Communication plays important role in the society because information can only be exchanged through this process. The scholar then identifies some important variables in the communication process. According to him there are always two major variables, i.e. correspondence A and B. These might be individuals, management and union, government and it people.

The two variables communicate within a social environment X. ABX is thus a system whose relationship is interdependent. The relationship between A and B is affected by X which is their environment. Thus A can respond to the external stimuli just as B can. If A changes. B and X also if A changes his relationship will affects B too. If A likes X and B does not, it falls on both A and B to work an equilibrium by jointly deciding to like or dislike X otherwise the system will not work or it will collapse.

Let's look at Management and the union in an organization. A can stand for management, B stand for the union and X is their common environment. Thus from time to time the management that controls the entire resources, Work hand in hand with the union in order to achieve the set objective, the success of communication in this situation will be determined by the interaction between A and B and this will influence their environment.

ADVANTAGES

1. This model approached communication from human angle. It explains that communication is rooted in human society and interaction will be cumbersome without communication.
2. The environment of communication also plays an important role during the process. Thus both the sender and the receiver of the message must consider the environment of communication. The environment can even serve as barrier to communication, if it is not

3. The human factor i.e. emotion is an integral part of communication. The emotion can influence the message sent or the message received. Hence the success of communication will depend on the amount of goodwill the communicator was able to generate for sometimes.

DISADVATANGES

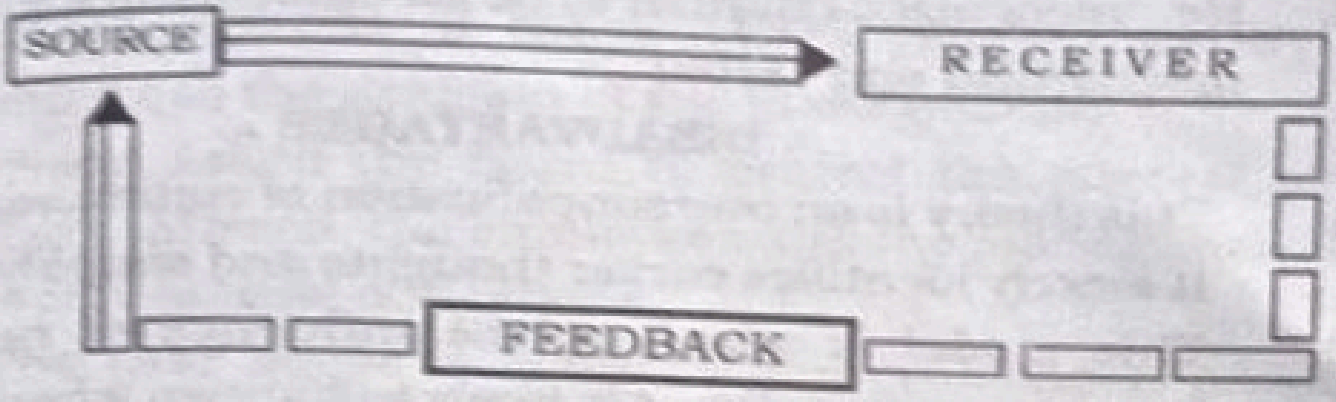
1. Variable like the message the channel the medium are not properly dealt with in this model.
2. The noise factor was not treated properly. Especially in a situation where the communication might not be able to control the noise.
3. The model also assume that environment can not change.
4. Where there is no goodwill there is likehood that communication might be affected.

BERLO'S MODEL

The S-M-C-R Model of communication was developed by David Berlo in 1960. This model was an attempt to synthesize previous models on communication such as Shannon and Weaver Model (1949). Laswell Model (1960). Schramm Model (1955).Bryson Model (1958). Because, the elements the scholar presented in his theory are common in everyday communication then it was termed S- M- C- R meaning, sender, message, channel and receiver.

The sender may be an individual, institution or organization. Though the individual ultimately the source(s). The main responsibility for preparing the messages lies with

The message is the stimulus that the source transmits o the receiver. It is the idea that is communicated.



ig. BERLO'S S-M-C- R MODEL

Channel is the means by which a message travels from source to a receiver. It is the path through which the essage is physically transmitted.

Receiver is otherwise known as the decoder of the essage. He receives the message that is coming from the ender. At times the sender forgets himself. An example is he official in an organization who communicate solely by he distribution of written memos to his receivers; he never ses a staff meeting, even when it would be more effective, r a combination of a writer's memo plus staff meeting.

ADVANTAGES

- This model is the combination of postulations of many models in communication. It presents communication in a simple way
- All the important elements in communication process are highlighted.

These include source, message, channel and recei
and feedback.

3. He recognizes channel to be all embracing e.g.
mechanical and verbal

DISADVANTAGES

1. This theory is an oversimplification of communicati
It merely identifies earlier thoughts and simplify the
2. This model is silent on the influence of noise
communication. What is likely to happen when the
is disturbance during the process of communicati
3. It is possible for receiver to be ignored.

A CASE

Chief Bolodeoku is the Executive Chairman of Carr
Fast Food incorporated. The organization has branches
3 continents including Africa.

The Economic recession in Africa call for restructur
of the organization which will include laying of staff aggres
backward integration etc. The Executive Chairman, wh
an African also oversee the Africa sector. He then call
board meeting to discuss with the management on
trend.

During the board deliberations, some import
decisions were made.

The executive chairman then called the meeting of
managers to familiarize them with the boards decision.
managers, who form the team of management went to

arious departments to inform the employees of the anagement decisions.

After the departmental meetings the staff union, which the megaphone of the workers reacted swiftly by esponding to the decision of the management.

he union asked the board to protect the interest of its embers. Afterall, the employees and the management are nder contractual obligations.

The case above is simply a communication process. ne sender is the Board, the message is sent to the anagement committee headed by the C. E. O. The medium e meetings, the final receivers of the message are the nployees and the feedback is the reaction to the union ne union is made up of the representative of the workers). nalyse and help the management to solve the mmunication problem.

METHODS OF COMMUNICATION.

There are three major methods of communication. nese are (a) written communication method (b) Oral mmunication method (c) Visual communication method. me scholars however refer to these methods as media of mmunication.

WRITTEN COMMUNICATION.

This method involves the use of written words to put ross message(s).

includes the use of correspondence, memoranda, of signs

circulars, reports, abstracts, minutes, articles, press-rele annual reports, house journal, official publication Gazette, Organisation manuals (e.g. staff policy/ product

MERITS

1. This method has a major advantage because it co be retained for reference purpose. It could serve permanent records. Carefully written memos reports enable company to use its earlier experien
2. The method also allows review of information be transmission.
3. The message sent remains the same for differ receivers.
4. Written channels (including graphics) are m effective than oral one for presenting numerical d and complex information. Businesses depend numbers, figures for sales and costs projection inflation interest and axes. Written lists make it ea to understand numbers and complicated data.
5. The written correspondence can be carefu formulated than the oral communication.
6. Written channels are less expensive than oral one reach large groups of people or transmitt information over long distances. If a big organiza wants to tell its employees about a new policy a m

DEMERIT

. The problem of meaning may arise. The writer (source) might not be present to explain the actual meaning conveyed.

. Cost of producing certain written communication is exorbitant e.g production of textbook or press releases.

. Clarification of written communication through rejoinder. Memo and at times oral communication may be costly and time consuming.

ORAL COMMUNICATION

The oral communication method involves the use of he spoken word to put across message (s) these include ace-to-face conversation, interview meetings. Oral briefing ublic address, oral presentation, telephone-call, conference raining session radio messages seminars etc.

MERITS

1. Oral communication has the advantage of speedy and complete interchange as there is opportunity for direct contact between the source (sender) and the receiver and questions could be asked to clarify issue.
2. It provides opportunity for simultaneous use of two methods, namely, oral and visual otherwise known as verbal and non-verbal.
3. This method also strengthen the interpersonal relationship between the sender and the receiver.

4. It can also have lasting effect on the receiver. Th it allows recapitulation of important points.

VISUAL COMMUNICATION

The visual communication involves the use of no verbal communication and technical gadgets appliance These include facial expression, gesture, posture, diagra chart, table, photo-graph, film-slide, computer film-strip micro-films, statistical graphs etc.

MERITS

1. This method takes advantage of modern electroni devices and enjoy wider transmittion of messages.
2. It makes communication more realistic. This i because, the receiver is able to visualize the meanin of the message sent by the source.
3. Some of the visual devices are subject to recovery fo reference (s) e.g. Computer inputs; while others combine both sight and sound impulses thereby making communication more effective and balanced.

DEMERIT

1. Some of the gadgets are quite expensive and the skills to operate them are rare.
2. Feedback may be delayed; unlike oral communication, where feedback is instant.
3. There may be meaning problem in the interpretation

mbols.

PURPOSES OF COMMUNICATION

is section will look at the importance of communication nerally. It will also examine the specific importance of mmunication in organizations.

uman communication serves many purposes these include;

It is used to convey information and orders. For instance, two people from different backgrounds can communicate if they both understand the symbol (s) of communication, facts, knowledge etc are also passed from one person to the other through the communication process.

Communication is also used as an instrument of action. A man can through communication make other people do whatever he likes e.g. An Army General can order his battalion and ask them to be ready for a battle.

Communication is also used for self-expression. Man uses communication to express his feelings and emotion to others in his environment. In fact a man, who cannot communicate is doomed. This is because he will be isolated.

Communication can also be used to influence people. A politician for instance can influence his people by

disposal these include his

ability to communicate to them.

Communication is also used as vehicle of thought. A man uses communication as a means to rationalize and to empty what is in his mid.

Communication is also used during important ceremonies and festivals. The people exchange their feelings and interact using communication.

Communication is used for phatic communion i.e everyday exchange of greetings and pleasantries especially between two people.

Communication can be used as sound to amuse and delight people. This is the form of music. Also communication can be used in form of entertainment.

Communication can be used for advertisement in the business world. The company can employ various marketing grimicks through communication on the Radio, TV, Bill boards etc. This can influence the consumers and makes them to buy the advertised product.

PURPOSES OF COMMUNICATION IN ORGANISATION

Information is life-wire of every organization without appropriate information an organization cannot function. Communication is necessary for internal functioning of an organization because, Information can only be circulated

...nication. ...managerial function. so

it keep the organizational going. Also the purpose of mmunication in an organization is to effect changes, to fluence action towards the welfare of the employees and her resources. Business organization, for example quires information about business cycle and government tivities. Specifically communication will be needed in the siness organization.

To establish and disseminate goals of an organization.
To develop plans for achievement of the goals.
To organize human and other resources in the most effective and efficient ways.
To lead direct, motivate and create a climate in which people want to contribute.
To control performance.
To select, develop and appraise members of the organization.
To lead, direct, motivate and create a climate in which people want to contribute.

Communication also relates an organization with its external environment. It is through information exchange that managers become aware of the need of customers, the regulation (s) of government and the concern of a community. It is though communication that any organization becomes an open system.

BARRIERS TO EFFECTIVE COMMUNICATION

In the theories of communication we examined earlier,

an important concept in NOISE. Technically, noise can b described as any factor which interferes during the proces of communication. Thus barriers can as well be regarde as interference in communication. Some of the scholar agreed that noise can influence communication at any stag of the process.

Barriers of noise has also been categorized. Such as (a physical barrier, (b) psychological barrier (c) linguistic barrie (d) cultural barrier.

Let us now examine the barriers from the levels of element that are involved in the communication process.

SENDER RELATED BARRIERS

The sender is responsible for defining th communication goals, encoding ideas; thoughts, an creating a favorable communication climate. When this i not properly discharged, communication is bound to b ineffective. The following barriers are caused by/or relate to, the sender

(a) **Communication Goal** - There should be som goal or objective goal provides by the sender with th basis for formulating Lack of such a goal can lead t formulation of incoherent messages.

(b) **Communication Skills** - In-correct wor usages, grammatical errors. Poor delivery of message in-correct spelling or pronunciation, and poorly

organized sender's message.

Interpersonal Sensitivity - Some people have the necessary verbal skills but are unable to achieve their communication goals because they lack interpersonal sensitivity. They may convey the message clearly and correctly to others but fail to produce intended results because their messages do not motivate their receiver to respond positively. Insensitive individuals may use language that is offensive to others; or they may be indifferent to the needs and feelings of other people.

Frame of Reference - People of tend to perceive the same thing differently but assume that other people perceive it the same way they do. Failure to recognize other peoples frame of reference is one the most common causes of miscommunication. When communicators use different frames of reference, they can not achieve common understanding in their communication.

Sender's Credibility - Sender's credibility refers to the attitude the receiver has to and the reliability or trust- worthiness of the sender's message. The amount or faith put in the message will depend largely on how the receiver evaluates the sender. The more the receiver trusts the source of information, the greater will be receiver's willingness to listen to the sender's message. The sender's credibility will be challenged when the words do not match his or her actions.

RECEIVER RELATED BARRIERS

The receiver is just as responsible as the sender effective communication which can be achieved only wh the receiver is responsive to the sender's message a provides the sender with feedback. If the receiver fails do this, poor and ineffective communication results.

RECEIVER RELATED BARRIERS INCLUDE

(a) **Evaluative Tendency** - The tendency evaluate the sender tends to be most important sin barrier to effective communication. After making judgment about the sender or the sender's messa the receiver can perceive the message effectively. I message's meaning will be distorted in one way another, if the message can not be registered in t mind of the receiver objectively because his judgm stand in the way.

(b) **Pre-conceived ideas** - The interpretation reception of the message can be influenced by receiver. He tends to make a snap judgment ab what is being said. Given that the message interpreted from the receiver's point of view, intended meaning of the message may be comple lost.

(c) Selective Listening - People normally hav tendency to hear what they want to hear turn out w they do not want to hear. They tend to be receptiv

message that satisfy their needs or coincide with their belief.

Lack of Responsive Feedback - Non-response, or an inappropriate response, discourages the message sender. A non response usually implies that the receiver is not interested in the sender or the sender's message. This hurts the sender's ego or feelings.

SITUATIONAL BARRIER

everal communication barriers are attributable to factor her than the sender or receiver. These include semantic roblem, information over-load, time pressure, ommunication climate and non-verbal communication.

) Semantic Problem – Words means different things to different, people. Unless the words used are understood and interpreted the same way by both the sender and receiver effective communication can not take place. This is especially true when the sender uses highly abstract or technical terms with vague meaning.

b) Information Overload – Poor communication often results from information over-load. When receivers are bombarded with more messages than they can handle, communication effectiveness is reduard.

c) Time Pressure – Time pressure can cause poor communication by preventing, Management from providing adequate information to people. Faced with

the need to maintained a large number of contact
with a variety of individuals, Management may fa
have sufficient time to provide adequate informatio
to them all.

(d) Communication Climate – The climate in whic
communication takes place influences it
effectiveness. If communication takes place in a
organization with a high degree of trust and openne
it is more likely to produce a positive response. If
message is incomplete, the receivers are likely to f
in the missing part with favourable interpretation
Conversely, if communication takes place in a clima
where distrust prevails, even well – intended messa
can be negatively distorted.

(e) Non verbal Communication – In appropriate use
non- verbal communication can hinder effe
communication. In face-to-face communication,
use both verbal and non-verbal language. When th
two types of languages are synchronize
communication is effective; when they a
contradictory, effectiveness decreases.

OTHER BARRIERS

LINGUISTICS BARRIERS

The language of communication is an important fa
during the process of communication. The language
determine the success or failure of the communication.

language barrier can be at various levels. Such as.

(a) Phonological

(b) Syntactical

(c) Lexical

(d) Code Mixing and Code Switching

Phonological barrier occurs where the sound system of the language influence the communications. If the communicator has some problems in articulating or perceiving some of the sound, then problem can happen during the process of communication. In a second language situation like Nigeria, some users of English Language in Communication find it difficult to articulate some English sounds e.g. some can not articulate diphtong hence this affect production during communication. Another example is that of the Yoruba speakers of English, the Yorubas do not have consonant cluster at either inial or final stage in their word construction, hence they are likely to find it difficult to articulate English words with consonant cluster e.g. bread, street, milk.

Syntactical barrier can occur when there is discrepancies in the structural arrangement especially in the grammatical construction. This is likely to cause communication breakdown especially at the international level. At times some constructions in mother tongue are transfered to English during communication in English language. e.g.

"AS I WAS SAYING"

The above expression or structure seems to originated from new transfers from the mother tongue

Lexical barrier can occurs when there is mix construction of word during communication. communicator fail to use apt word or appropriate items during communication either at the written level.

This is capable of causing misinformation or le total communication breakdown. The manager mu selective in his use of word, he must realize that dealing with human beings with emotions, idiosyncr etc. thus every word he (manager) uses is capable of bri various meaning to his receivers.

Code Mixing and Code Switching are two lang factors that can influence communication where bilin are involved. A bilingual is a person who can use more a language for communication.

Code Mixing is the process whereby the speaker a sentences in a particular language e.g. English mother tongue and then inserts at some points i sentence or communication, a phrase, a clause from an

e.g.

(i) "Mr. James biko Switch off the power

(ii) "Matter yenkole work" (That matter can not w

(iii) "I am not used to dogon turensi

Code switching is not a serious interference phenom as code mixing. It involves two or more speakers star

ntences in one language and then switches over to ntences in another language. For instance," I have to go rket now ko si onje ti mo fe je losan yi.

CULTURAL BARRIER

The socio-cultural background plays an important role ring communication Especially in the interpretation of meaning of the message. For instance if the mmunicators involved are not from the same ethnic or tural environment

A Briton who is communicating in English Language to igerian is likely to assume a lot of things. However the gerian will interpret the message using his own ckground. Hence the sender of a message must always icipate the likely reaction of his receiver to his message. sender or encoder as the major communicator will put rything in place to make sure that the receiver(s) give message positive interpretation.

PHYSICAL BARRIER

The physical barrier to effective communication include nterference of physical noise (b) influence of climate (c) er physical distractions.

PHYSICAL NOISE – Physical noise can disturb or disrupt the process of communication. For instance, the movement of air-plane with loud noise can disturb the free flow of communication during the class

lecture. A big noise from nowhere can also distract t
attention of a participant in a conference or semina

(B) **CLIMATE** – The climate can also affe
communication, if the weather is too hot or cold, t
receivers/listeners will be concerned with themselv
than receiving of the message. For instance, a read
who is short sighted might find if very difficult to re
and comprehend a material that is properly writt
with well intended message.

CONSEQUENTLY, THE BARRIERS CAN BE DEALT WITH AS FOLLOW

1. Sending Message Effectively - Senders can
several things to increase the likelihood that the
messages will be more accurately understood. The
include:

(a) **Setting Communication Goals:** Befo
communication, we should know what the messag
is to accomplish. Is the purpose to discriminate
obtain information: to change another person
attitudes, or to unload one's frustrations on oth
people? Depending on the purpose, the modes
communication should vary. For example, if t
purpose is discrimination information, a well organiz
talk or written communication may achieve the go
adequately.

Using Appropriate Language: The sender must clarify and organize ideas clearly and put them into appropriate messages, oral, written, and/or body language. Appropriate language does not mean simplicity of wording, rather, it means words, gestures or other symbols that receivers can understand and with which they can identify.

Practising Emphatic Communication: The sender must understand the receiver's frame of reference (assumption, attitudes and beliefs) to understand how the message will be received and interpreted. This form of communication is known as emphatic communication: It requires communicators to place themselves in each other's frame of reference.

Improving Sender's Credibility: Sender's credibility can be increased when the sender gains expertise in the topic under discussion. Specific information related to the topic increase the sender's credibility. It is also important that the sender action support the message. For example many politicians lose their credibility by failing to fulfill their campaign promises. The problem can be corrected by matching deeds to words.

Encouraging Feedback: Effective communication is achieved only when the sender receives the appropriate response from the receiver. Feed back tells the sender if the message has been transmitted

to the receiver intended. Two ways communication an sensitivity to non-verbal message can increase th feedback process.

(f) **Developing a Trusting Climate:** Effecti communication can not take place unless th communicators trust each other. If they fear that th other person may misuse or abuse the informatio they disclose they will hesitate to disclose it, or the may withhold any appropriate feed back. It important to create a trusting climate before an genuine communication is attempted.

(g) **Selecting Appropriate Media:** Managers can rely a variety of media when exchanging information. T selection of a medium depends on the communicat purpose. Oral communication is desirable discussing employees problems and inter-perso disputes: it is not desirable for communicat company directives, instructions, policy changes, information of a general nature. Writ communication is desirable for communicatio information of a general nature or information requ future action. It is not possible for communic information requiring immediate action etc.

2 **Listening to Message Attentively** - The rec can improve communication effectiveness by list to the sender's message attentively. Effectiven a large extent, depends on how well the receiver l

and reacts to the sender. Attentive listening improves the quality and effectiveness of communication, poor listening hampers the interactional process. The following actions could be taken to improve one's listening habit.

Avoiding Evaluative Judgment: Premature judgment prevent the receiver from listening to the total meaning of the sender's message and make the sender defensive. When we know we are being evaluated or judged, we tend to "put our best foot forward" in an effort to please others. Thus, when we feel we can not perform satisfactorily, we tend to withdraw communicating.

Listening to Total Meaning: A receiver can create a climate of trust and understanding by listening actively to the total meaning of a sender' message. A message contains both content and feeling components, and the receiver should be attentive to both of these components in order to fully understand the meaning of the message.

Providing Responsive Feed Back: By "responsible feed back" we mean a response indicating the receiver's understanding of what the sender is saying how the sender feels about the problem or issue, and how he reacts to the problem. The purpose of sending a responsive feedback is to engage in a constructive dialogue with the aim of

creating a defensive atmosphere and to achie
common ground in communication.

INTRA – PERSONAL COMMUNICATION VS INTE
PERSONAL COMMUNICATION
INTER-PERSONAL COMMUNICATION

Intra-personal communication occurs within individual. A person who thinks through a proble communicating at this level, likewise the person who t to himself/herself. For instance a manager might be a desk reflecting upon the new strategy to take in dea with low sales in his sales department.

The encoding phase of the communication pro occurs at this level. Also the message remain here. Acco to Brooks (1989) this stages is the base of operation fo other levels, for it is here that the communica behaviours are formed. Behaviour that will be observ on the other levels of communication.

Another good example of intra-pers communication is individual brainstorming or refl thinking session.

The intra-personal communication is ideal be it helps the encoder to reflect and refine the message b sending the message out finally. This type of communi by the sender is effective because at this stage he can on his audience and select appropriate language tha put his message across.

INTER-PERSONAL COMMUNICATION

rpersonal communication occurs in a define society or nvironment where two or more people exchange ideas, ssages or share information. This is type of mmunication, that takes places in an organization yday. As an institution, people come together to work meet a specific goal. Thus interaction with others is aspect of interpersonal communication people meet talk face to face or through phone or communicate ugh the memo.

An important characteristic of interpersonal mmunication is that all parties involved are active cipants. There is give and take of information with cipants playing variety of roles. For instance, a clerk in ccounting department sharing experience with another in sales department.

In interpersonal communication there is no size limit ich an interaction ceases to be interpersonal in nature, ugh it is interpersonal in nature there must be at least articipants. The participants must be close enough so hey can conversationally interact.

Some of the goals of interpersonal communication de mutual pleasure, catharsis and overt response. al pleasure is one of the reasons people engage in ersonal communication. This include the provision of ure to all participants and reduction of loneliness owski (1974) termed this phatic communication this

include small talk greetings and exchange of pleasantries.

Interpersonal communication also serve as outlet where people realise pent up tensions. Thus Catharsis is the process by which one person obtains a release from unpleasant emotional tensions by talking about the source of these tensions and expressing his feelings.

Overt response is another goal of interpersonal communication Much of one's interpersonal communication is directed at eliciting an observable response from the receiver. While the response being sought may be either immediate or delayed the sender is aware of it from the inception of the interaction his goal in this role is a desire response.

EXERCISES

1. Choose any two theories of communication and discuss their contributions to the understanding of the process of communication in an organization.
2. "Communication simply means establishing a commonness with the audience". Do you agree with this statement. What do principles of Management and principles of effective communication have in common?
3. Discuss the fact that communication is an organic part of an organization.
4. (a) How can you create effective messages in your organization?

eory of communication. Why does communication so often breakdown? What are the advantages of written communication over oral communication.

Suppose your business or organization had a product service or programme targeted for each of the group in the list below. Choose the best channel (s) to reach people in that group in your city. Would that channel reach all the group members?

(a) Members of labour unions
(b) Land Lords in your area
(c) Sexually active teenagers
(d) Parents with children less than five year old.
(e) Accountants
(f) Village People

What is meant by senders related barriers in communication? Suggest ways the sender cans use to deal with these problems.

What are the characteristics of effective feedback.

Do you think intra-personal communication is productive?

CHAPTER TWO

ORGANIZATION SYSTEM AND COMMUNICATION

OBJECTIVES

At the end of this chapter, you should ba able to:

(i) Explain an organization as an interdependent syst

(ii) Define Organization

(iii) Explain the relationship between organization struc and communication.

(iv) Identify communication networks in organization

(v) Identify some communcation channels in organiz

ORGANIZATIONAL AS A SYSTEM: INTRODUCTION

The organization is an open system in contin interaction with its environment; the system an environment co-determine each other. We must also that organization is made up of sub system, which are dependent; individuals are the carriers of the organi

There is no doubt, organizations are important us. They play a dominant role in our daily lives influence our behaviour, behaviour of our family economy our environment, our political system a relations with other countries. Organizations are all us, they help to bring us into the world, supply wha

r, eat, help protect us, entertain us, educate us, sport us, take care of us when we are sick, take care of money etc. We lived in an organizational society.

In fact, you are already in an organization, the technic or university you are attending is an nization. Also the chances are very great that you will are now working in an organization.

WHAT IS AN ORGANIZATION: A DEFINITION

The literature is full of definitions and characteristics ganization. In the earlier sections of this book, we looked ssible definitions. One of them is that organization is a em of interrelated parts functioning together to mplish certain objectives. The purpose of this section help you to develop a perspective about organization social system with interdependent parts.

Lawrence (1989), defined organizations as the co-ation of different activities of individual contributors rry out planned transactions within the environment. two important points emerge from this definition. The point is that people in organizations are engaged in a ber of different activities and the second idea is that all ese activities must be coordinated.

Another Scholar Schein (1964) said an organization is rational coordination of the activities of a number of le for the achievement of some common explicit goal rpose, through division of labour, function and through

a hierarchy of authority and responsibility.

In a nutshell, organization is a social system which made up of units or parts that work toward the achievem of set goal(s) within an environment. In this ca communication is inevitable. The people will need interact, share their feelings and send message. organization can be under the control of the government it can be public organization; we also have priv organization(s).

ORGANIZATIONAL BEHAVIOUR

The organization as system has it spec characteristics or behaviors. These make the system to unique. We can identify the influence of communication these behaviours. The behaviours include (a) structu (b) goal setting (c) Division of labour (d) Chain of comma

STRUCTURE

The organizational structure, is often referred to as organizational chart or blue print. Or it can be arrangement of the components and subsystem. In ter chart, it is an abstract model showing the logical relations between activities or functions of a department, divisio operating unit. Organizational charts or structure ca created according to function(s) product or location.

Regardless of which method is used, the assump that if everyone follows the blue print, there will be

nal coordination of activities, thus permitting the mplishment of organizational goals. The effectiveness e organizational structure depends on communication ork.

GOALS

Another characteristic of the organization is setting of s. The organization has a purpose, it is not goalless or less. Regardless of organization's stated goal or goals, fundamental aim of the organization is to attain its ctives through an efficient use of resources?

Ultimately, this means being able to take "inputs" from environment and convert these inputs into some sort of duct which become "output" and is returned to the ironment. Talking about goals help the organization finds wers to the following questions.

y are we here? Where are we going? How are we going to there? And how can we know we are there? All these nand a great deal of communication. Without mmunication it would be difficult for the managers to plan, ill be difficult for them to set goals.

DIVISION OF LABOUR

A third characteristics of organization is specialization division of labour. The term division of labour in the anization is often used to describe the practise of dividing tasks and assigning them to people or departments hin the organization. This is probably most extensive at

the lowest level of organization where functions are sprea
out to maximize organizational effectiveness and efficienc
Obviously the greater the division of labour the greater th
need for methods of coordinating the effort of various par
of the organization. Without coordination of its activities an
departments there would be few, if any, efficiencies arisi
from specialization within the organization. By realizing th
importance of coordination to division of labour we begin
recognize the role communication plays in organizations.

CHAIN OF COMMAND

Another characteristics of organization is a well define
chain of command that will enhance efficiency an
effectiveness within the organization.

After an organization spreads itself out into differen
task activities, it needs to keep track of its people and the
activities. This is done by the development of coordinati
mechanisms and the hiring of supervisors, assistan
managers, managers, or general managers. The number
the levels on the organizational chart will determine whethe
the organization can be classified as being full or flat. Th
underlying principle of the authority responsibility concep
in the organization is two fold: First everyone should kno
to whom she is accountable and who, if anyone accounts t
him. Second, authority and responsibility should flow in
direct vertical line from the highest level to the lowest leve
The superior/subordinate relationships are crucial to a

ıooth running of an organization. The complex the ganization, the complex the chain of command and this ll invariably affect the communication network within the ganization.

ORGANIZATIONAL STRUCTURE AND COMMUNICATION.

In the previous section, we have attempted to define ucture. But in this section our approach will be elaborate, order to illuminate the influence of communication on ganizational structure.

Structure can be described as the arrangement of nponents and subsystems within a system.

According to Rogers (1991), it refers to the patterns of ationship among the units in a social system, relationships ich may be expressed in terms of power, status or other iables. Structure can be understood in terms of its various ensions, like the degree of formalization, centralization egation of authority, etc.

Structure exists in a system to the extent that the units the system are differentiated from each other. ganizational structure then is the arrangement of the aviour, interrelationship of the people within the system.

The organization maximizes its effectiveness in ieving its goals by requiring its members to work with tain individuals and not with others, to take orders from e persons and not from others, and generally to behave ording to the way which organization's formal structure

dictates. So the organization's structure acts as a constraint on the individuals behaviours or in other words, it is the structure that makes an individual behaviour distinctive in an organization.

ORGANIZATIONAL STRUCTURE CHART AND COMMUNICATION

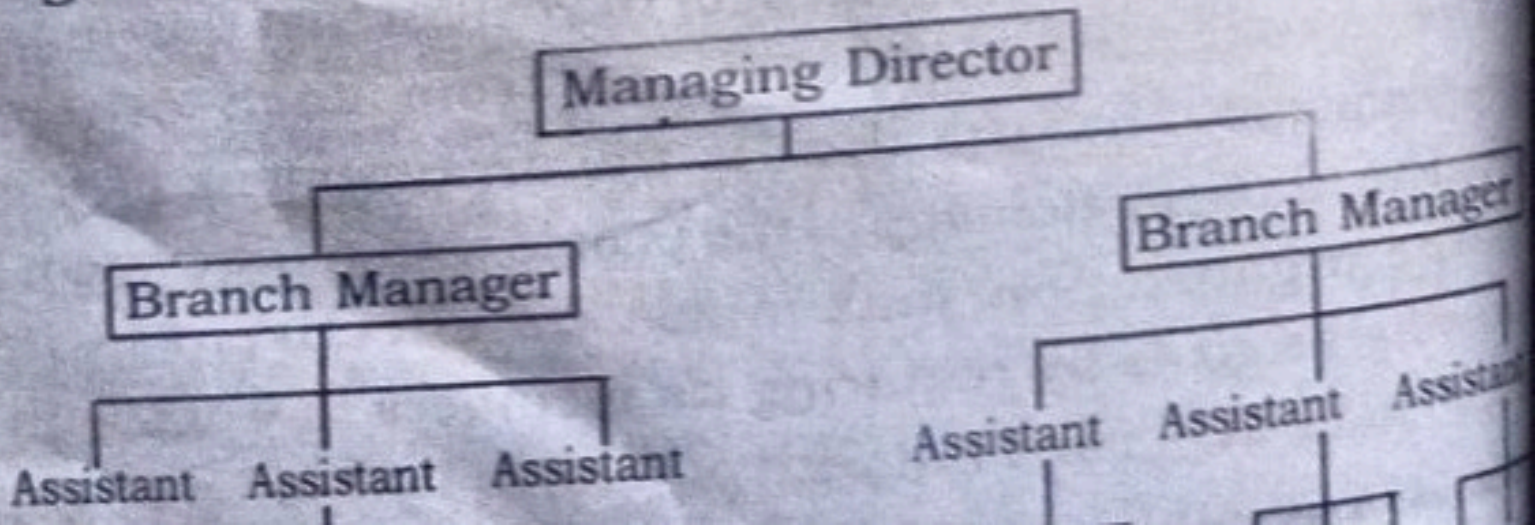
The organizational structure chart is the description of the formal structure in an organization, the lines connecting the elements which show the authority and the formal communication relationships among the position.

The more complex an organization, the complex its structure and the communication net-work.

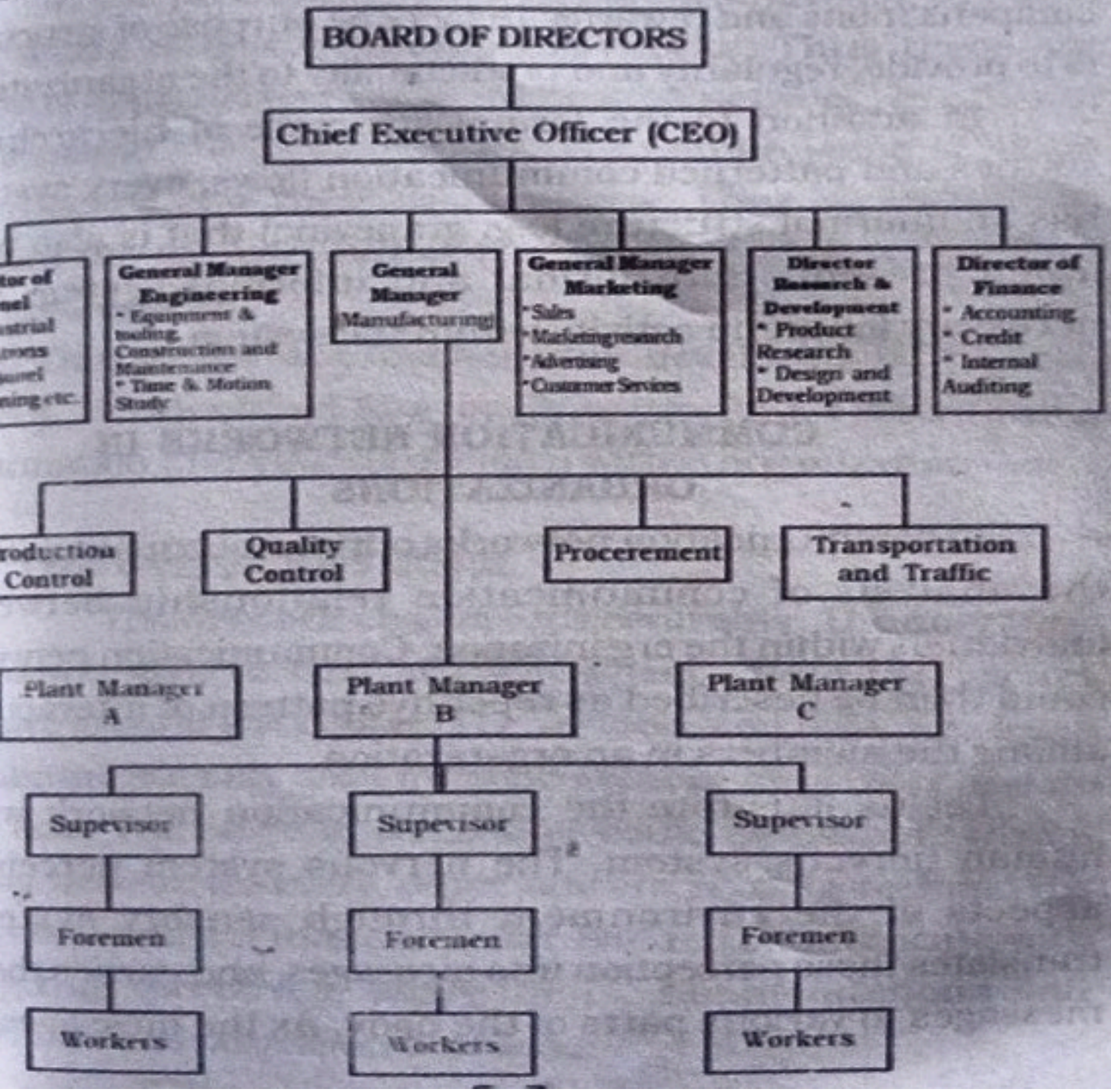
When we look at an organization chart, we can learn much about the system's operation and about its formal communication channels.

Lets start with the chart of a limited liability compan

Fig.



The diagram above shows the hierarchical structure limited liability company. The organizational hierarchy ermine the flow of communication. The Managing ector can easily channel his information through propriate quarter i.e to branch Manager, from the branch nager to branch assistants, who will pass the information he customers.



ORGANIZATION CHART OF A TYPICAL MANUFACTURING COMPANY

Source: Rogers & Rogers (1983)

The formal structure in an organization consists of patterns of formal relationships and duties, job descriptio formal rules, operating policies, work procedur compensations and rewards. In fact one purpose of struct is to provide, regularity and predictability to the organizati

In addition to the formal structure of hierarchi statues and patterned communication flows, every syst has an informal structure (e.g. grapevine) that is also w much present. Both formal and informal system a necessary for group activity within the system.

COMMUNICATION NETWORKS IN ORGANIZATIONS

In communication networks our pre-occupation is the analysis of communication relationship betwe individuals within the organization. Communication netw could then be described as repetitive pattern of interact among the members in an organization.

Let us illustrate the communication network w human nervous system. The nervous system percei aspects of the environment through sensory syste translates these perception into messages, and carries th parts of the body. As the messages

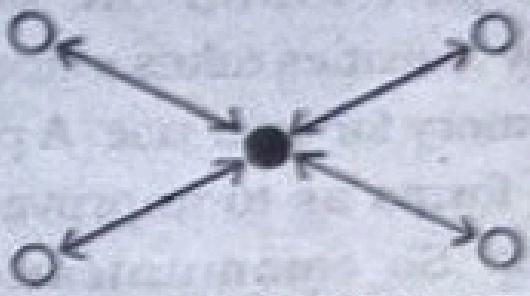
ove from part to part within the body, control and ordination of bodily activities takes place. Message content ay be stored in memory for later use. A particular message ay be changed in forms as to improve its usefulness to e receiving parts. So communication network is a bsystem within the organization.

In the past thirty years researches have emphasized e study of communication networks. Thus there are rious approaches to communication network. In other to derstand the principle, let us examine some of these proaches and their assumptions. They all contribute rard the understanding of relationship patterns within organization.

One of the approaches was developed by cannon 83). He identified four basic networks for distributing ormation and making decision within organization.

THE WHEEL NETWORK

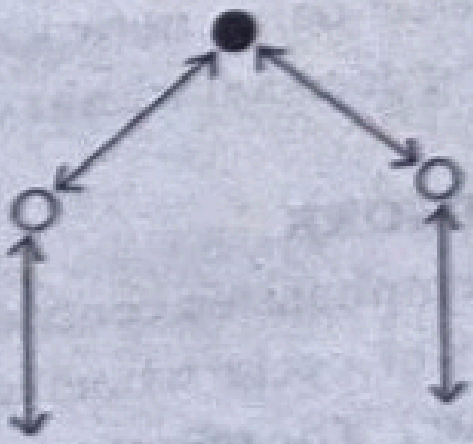
The network emphasizes centrality. The operation comparable to that of cycle wheel where the spokes olve around the center. The members on the spokes can mmunicate only with the individual at the center and no else. The office in the center could be authoritative if so desires as every other officers reports to him. His ition makes it mandatory for him to communicate with giving directives, suggestions, commendations and rimand as occassion demans.



WHEEL NETWORK

B. CHAIN NETWORK

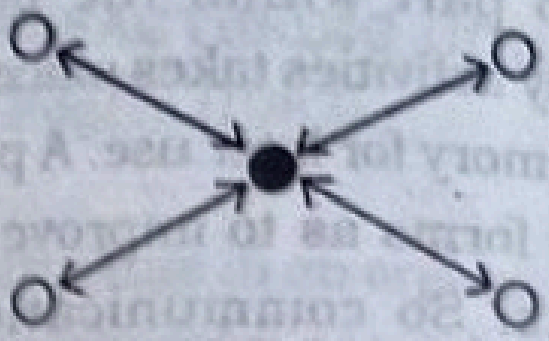
In this network, the two communicators serve a
end points. Each can communicate directly only with on
other person in the middle. The middle members serve a
relay points to the individual in the center. In this situatio
the center person communicates directly with the two midd
members but not the end individuals. Thus the cha
network is also centralized, but not as much as whe
network.



This network operates in a way that makes
comparable with the civil service. Bureaucratic system wh
subordinates cannot bypass their immediate bosses
communicate with a higher officer.

C. THE CIRCLE NETWORK

allows the reduction of constrai



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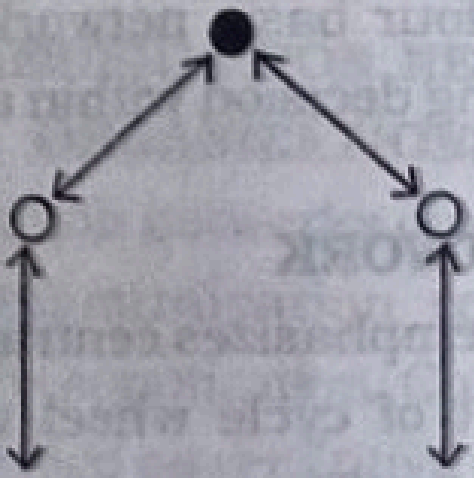


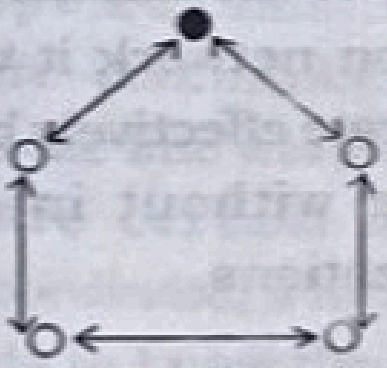
This network operates in a way that comparable with the civil service. Bureaucratic syste subordinates cannot bypass their immediate b communicate with a higher officer.

C. THE CIRCLE NETWORK

The circle network allows the reduction of co

t may arise from superior subordinate relationships. It ke a situation that obtains at a round table conference, racteristic of committee. Here, problems are discussed arious units in such a way that each person can tribute to issue at stake. Decision-making becomes a ective responsibility.

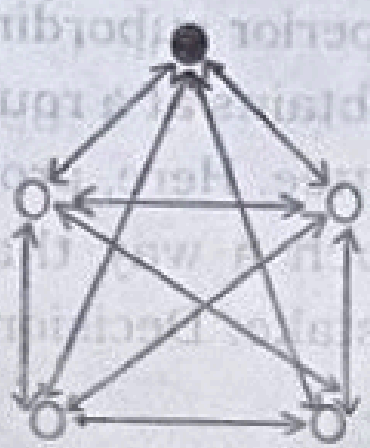
The possibility of effective communication is high in instance, as the participants do not operate in master ordinate environment. Ideas could be more easily ulated since there is the opportunity of two-way mmunication.



CIRCLE NETWORK

THE ALL – CHANNELS NETWORK

In the All – channels Network, there is freedom to talk nyone across the table, vertically and horizontally without restrictions. Here there is no boss ___ subordinate tionship. The channel maximizes the opportunity of dback: therefore, there is greater accuracy. The number articipants is higher, with each person contributing his ximum quota in terms of opinion, ideas and information. s network can become uncontrollable and creates rdiness. But with matured managers and heads of rations, its effectiveness could only be maximized.



ALL – CHANNELS NETWORK

In all, All Channels network consists of interconnec individuals who are linked by patterned communicat flows. This is important for the existence of any organizati Without communication network it will be impossible the organization to operate effectively because the individ cannot operate alone without interaction with ot members of the organizations.

COMMUNICATION CHANNELS IN ORGANIZATIO

Having covered the communication networks within organization it is pertinent to look at the channels or ro that communication takes within the organization.

Scholars have given different labels to this phenome some described it as channel, while others called it ro and other described it as Direction of communication: Th include

- Vertical communication
- Horizontal communication
- Diagonal communication
- Grapevine communication

VERTICAL COMMUNICATION

ne vertical communication is the term that is used to be the principal channel for routine directives, ctions and policies from top decision makers down gh the organization to the people at various levels who plement them. Correspondently, the term describes upward channels through which ideas, suggestion sms and quarries from the lowest to the highest level. vertical communication is made up of (a) Downward unication (b) Upward communication.

WARD: Here communication starts from top gement levels to the line workers and non-supervisory nnel. There are certain ideas that should be nitted to the subordinate, if he is to function effectively. stance, he needs to know the job he is doing and the nnel matters that may arise form performing that job. n employee should know the target set for him. With he would be able to measure his own progress. Also evelopments and their implications should be relayed employee. Likewise the need to know why the any has discontinued the production of a particular . By being informed constantly: an employee tends to at he belongs and that he is an important part of the ization. Thus he develops interest in his work and butes his own quota to corporate progress.

atz and Kahn (1973) identified five element of ward communication. These are

1 Job instruction-simply telling a subordinate what ta
to perform.

2. Information – giving information regarding procedu
and practices within the organasition.

3. Explaining rationale for a job

4. Ideology: - This is the organizations attempt
indoctrinating the subordinate into accepting a
believing in the organization goals, thereby influenc
their outlook.

UPWARD COMMUNICATION

This is the channel through which ideas. Suggestio
criticisms and questions flow from the lowest level to high
level of an organization.

Upward communication also consists of reports f
lower level management participants about their
performance, their problems, the performance of others
their attitudes towards organizational policies
procedures. Without such information, upper managen
could not accurately monitor organizational activities
programmes

Upward communication provides feedback thr
which top management can determine whether down
communication has been received and understood.
every employee's responsibility to direct communic
about his duties to the person(s) above him in the struc

Upward communication can be through:

(a) Joint conltative Committee meeting.
(b) Grade union channel.
(c) Greviance(s) procedure

ADVANTAGES AND DISADVATAGES OF VERTICAL COMMUNICATION.

VANTAGES

The locus of authority in vertical communication is focused at the top of the structure and is delegated down through the organisation. The burden of communication is directed from top to down. This downward communication helps tie the levels together and is the instrument by which an executive lets his subordinate know about information.

It allows the management to reach a corporate decision. And the decisions are sent to the employees through the established routes.

Vertical communication allows the management to know about the condition of junior workers

It reduces industrial dispute, like strikes etc.

It allow regular interaction between the management the workers

SADVANTAGES

Information is often lost or distorted as it comes down the chain of command.

Top management's issuance of policies and procedures does not assure effective communication.

level of the organization is time-consuming Inde
delays may be so frustrating that some top manag
insist that information be sent directly where it
required.

4. Reluctance of employee to express feelings out of f
of the management witch-hunting etc.

DISADVANTEGES OF VERTICAL COMMUNICATIO

1. Information is often lost or distorted as it comes d
the chain of command.
2. Top management's issuance of policies
procedures does not assure communication.
3. Downward flow of information through the diffe
levels of the organisation is time – consuming it
be frustrating.

TECHNIQUES FOR IMPROVING DOWNWARD COMMUNICATION SYSTEM IN ORGANIASATION

1. Establish an objective for communication
2. Consider the content of the message
   (a) Is it accurate?
   (b) Is it definite and specific in meaning?
   (c) Is it forceful in indicating that management
   about any actions taken that may affec
   company?
   (d) Is it oriented to the receiver?
   (e) Is it stated simply?

(f) Does it contain hidden meanings?

Use the communication technique that will most effectively transmit the message.

Consider the value differences between management and employees.

Present organization goal to employees, so that they can see how these goals coincide with their goals.

Provide for regular and frequent meetings between managerial and non managerial personnels.

TECHNIQUES FOR IMPROVING UPWARD COMMUNICATION SYSTEM IN ORGANISATIONS.

There must be systematic, balanced coverage. Free communication upward can not be left to chances, but must be stimulated, encouraged, and facilitate by superiors.

Continuity must be present. The flow of information upward can not be turned on and off at the whim or to the advantage of their party.

The flow of communication must be directed. Communications should move step by step upward through the organization until it reaches the individual who can take action.

Listening must be sensitive and not condescending. A sincere effort must be made to get employees interpretation, of ideas and to learn the real causes for

complaints.

5. Listening must be objective. A constructive, recep attitude toward direct or implicit criticism mus displayed; the manager should not state his or her opinion, when seeking those of subordinates. He o should have an open mind and a willingness to ch if shown to be wrong.
6. Listening implies action. Where adjustments necessary; listening in the absent of corrective a is not effective. The manager should not verbally or appear to do so if he does not intend to corrective action.

HORIZONTAL COMMUNICATION

Horizontal communication is another po communication channel in an organization. It is oth known as Lateral communication. It takes the fo conversation both direct and by telephone, internal m and reports.

Horizontal communication takes place among w of the same corporate status, e.g. communication b production supervisor and the marketing supervisor also be communication among the various departm the organization. For instance communication b sales department and account department. In this communication, the worker must adjust to the tempe and ways of other workers and work harmoniously

hem. In order to remove unhealthy rivalry in nterdepartmental competitions and duplication of efforts nd operational disharmony, it is necessary for workers and epartments in the organization to have a clear nderstanding of each other's importance and role in the rganization.

Goldheber (1978), identified five major purposes for sing horizontal channel of communication, they are;

Task co-ordination which reduces the possibility, if here is duplication of activities by different departments of he same organization.

Problem solving where inter-departmental conflicts ccur. Especially whre there is competition between epartments which generates suspicion. Such situations nerate ill-feeling particularly at the supervisory level. orizontal communication helps to solve such problem.

Sharing information relevant to the operation of the partment concerned. This further facilitates easy ordination of activities within a complex organization.

It promotes interpersonal rapport among equal ranking nagers for sake of goodwill, easing of tension and peer up relationship within a formal organization.

Mechanism of horizontal communication include (i) The erdepartmental committee (ii) Special project groups (iii)

Committee.

PROBLEMS OF THE HORIZONTAL CHANNEL

1. Since most information pass through horizontal of communication, which is given orally or on telephone it is susceptible to distortion. It may be misinterpret even totally denied where it is not backed up by a wr document.

2. In horizontal channel, information may not ever at all. A manager who is more interested in the grov the department may conceal or even block the flow o information which may reveal the principles procedu his department so that the secret of his growth do leak into the hands of competing departments. Th therefore the tendency of empire building.

3. A manager who wants to maintain a clear-cut demarcation which already exists between the depar in term of functions and activities may block free information.

GRAPEVINE: AN INFORMAL SYSTEM OF COMMUNICATION

Grapevine can be described as informal and u communication system within an organization. M that do not conform with upward or horizontal ch formal and more fre

ey are referred to as the grapevine. These include ormation sent or received during informal discussion, ssips exchange during pleasantries etc. The grapevine ikes plenty of growth in the space left by lack of ormation and adequate consultation. When workers are xious; and in times of rapid and unexpected change(s) grapevine trives. Because, the grapevine system is not anneled along the hierarchical structure of the anisation. The information passed through it, moves ter as it side tracks the bureaucratic set-up.

OPERATIONAL PATTERNS OF THE GRAPEVINE

The grapevine has some specific patterns in all anizations. As the information through this unofficial annel moves from a person to another person, it dergoes three kinds of changes (a) leveling – detail of ormation are dropped and the context simplified to vide for easier transference along the channel. (b) rpening – A lot of people prefer vivid and dramatic treats s they (grapevine carriers) work harder to make the story er and more entertaining. This increases the urge on part of those who carry the stories to further spreads it. Assimilation – is the tendency of people to adjust and dify the rumour to suit their own prejudices and biases ards the object of rumour, received details are adjusted other details added to further suit the purpose of the ier.

DYSFUNCTIONAL QUALITIES OF THE GRAPEVINE

1. The grapevine channel has the disadvantage of spreading; it spreads quickly rumour and untruth within the organisation. At its best it breed distrust and bad faith among employees.

2. Another weakness of this channel is its uncontrollability Because of it non-dependence on the organisation communication network, it movement can not be curbed by management.

3. It can be destructive. Grapevine can damage personalities, it can damage a system or an organisation And when damage occurs it might be very difficult to redeemed the image of the personality or the organisation that is involved.

4. Because the source of most of the message in the channel are not always determinable, the enemies of the system or organisation can use it to cause damage(s).

5. This channel can also create unhealthy rivalries among the sub-groups or department within the organisation. The each of them might be pursuing its selfish interest and the objectives of the organisation might be jettisoned.

DESIRABLE QUALITIES OF THE GRAPEVINE

The grapevine can be useful to the management in the day to day running of the organization.

The manager can deliberately use grapevine as dstick to measure the success of organizational policies ecially those that concern the junior employees

When new devices, ideas are about to be executed, pevine can be used to sample the reaction, and attitude he employees. From their reactions management would eive information about their disposition towards ticular issues.

Grapevine attitudes help to spread useful information. ause it is not restricted by the hierarchical structure of organization urgent and useful information could be ckly sent through it to all the cadres within the anisation. The union mostly uses the grapevine to pass rmation to its members.

The grapevine provides safety valve for the employee's tions. Psychologist has explained that catharsis is a table means of releasing pent-up emotions. With the tence of the grapevine channel in organizations, loyees with emotion and tensions can find a safety value ringing repressed thoughts into open through discussion co-workers.

DEALING WITH GRAPEVINE

organization is a system like other system within the ety, it is bounds to have its own intricacies and value.

One of this is the unofficial communication, otherwise kn as the grapevine. While some orgnisations sanction information system of communication, others are convi that it is inevitable and thus try to control it as muc possible. Managers and administrators should how learn about the grapevine channel and know how to with it.

Management could discover/identify grapevine lea and work with them when occasions demands. Manage should discourage the feeding of grapevine with facts, to reduce the level at which rumours spread. They sh open the channel of communication and maintain information network that will reach everyday withi system.

Managers should foster a reputation for full a consultation to reduce guesses likewise, managers at times tune to grapevine to listen and learn. This c may help them to make some important decisions.

EXTERNAL COMMUNICATION

The organization operates in an environment. Ac to Rogers and Rogers (1976) the environment organization is the totality of physical and social external to a system boundary that are directly tak consideration in the decision making behavi in the system.

The environment in this case will include the stomers, the indigenes of the town where the firm is uated, government at the center, the local government d other industries and organization which the organization ust interact with in order to achieve its set aims and jectives.

EXERCISES

How can the structuring of an organization affect its communication network? Use concrete example to answer your question

What are the virtues of chain network in an organisation?

Discuss the merits and demerits of vertical communication.

How can a manager prevent destructive grapevine in an organization?

Critically examine the pattern of Horizontal communication.

Is it possible to prevent empire building in an organisation.

CHAPTER THREE

PEOPLE GROUPS AND COMMUNICATION IN ORGANISATION

OBJECTIVES

At the end of this chapter you should be above to:

i) relate human society to communication
ii) define and identify the characteristics of groups
iii) Explain the importance of groups in organizationa communication
iv) Evaluate the role of leaders in organizationa communication
v) State the influence of creative and reflective thinkin in solving communication problems.
vi) Identify individuals communication roles in a organization.

HUMAN SOCIETY AND COMMUNICATION

Men, like plants and animals draw upon the environment for support and may be improverished enriched by it. In other to survive in their environment m reacts and interact with others. Sociologically, society is t habitat of man which is facilitated by the interaction of th

people within the system.

The popular saying is no man is an island. That is man cannot live alone for long. He relates with others and this brings about the group phenomenon or group dynamics. In our environment, wherever we look, from board room to kindergarden class, we see individuals coalescing into groups and groups inter-acting with one another. In these, situations, communication is involved, man cannot interact in a vacuum, information must move from the source through a medium to the receiver, then feedback.

Another important fact is that all human beings albeit of race colour or sex share the need to belong to one group or another. According to Evan (1979) very few people survive long periods of isolation, in fact long periods of solitary confinements have been proved to be injurious. Within the organization, people belongs to groups and grouping aids the realization of organizational objects.

THE NATURE AND CHARACTERISTICS OF GROUPS

The first port of call is the definition of group. Defining a group is not an easy task. We have to realize the fact that group is a sociological phenomenon, hence the definition of group or groups must have sociological backing. A definition should therefore include the basic characteristics that would be common to most of the groups found in human society which include business organizations.

According to Sherif (1976) a group is:

"A social unit which consists of a number of individuals who stand in (more or less) define status and role relationships to one another and which possesses a set values or norms of i own regulating the behaviour of individual members at leas in matters of consequence"

TYPES OF GROUPS

There are two major types of groups in the society These two types are also found within the organizations;

(i) The formal group
(ii) The informal group

THE FORMAL GROUP

The formal group is created consciously to carryo specific tasks. Most of the times formal groups a established by statutory rules constitution or standing ord The formal group has definite objective(s) a leader a specific characteristics with laws to guide every one with the group. In the committees such as governing board. T formal group includes the Executive committee, supervis committee etc. according to Style (1958) there are two su types of formal groups operating in the organization (i) t command group (specified by the organizational cha which is made up of the subordinates, who report direc to a given supervisor(s) (ii) is the task group, which is gro of people who work together to complete a particular ta or project.

THE INFORMAL GROUP

The informal groups are face-to-face groups that offer tisfying inter-personal relations and support to their embers. Informal groups, unlike formal groups are formed ontaneously to help satisfy the worker's human needs g. children going in a set of community using the same ain compartment or in a bus together, etc.

The informal group is not created by law, and thus it not backed by any law. Though it has it own leadership t then the leader weild enourmous power. No standing le, no constitution may be created by two or more workers o are close to each other in terms of spatial distance, e, hobbies, ethnic background or political beliefs. For the ost part, informal group in the organization really follow pattern of development. An informal group may consists members from two or more at different levels in the ganization, or the group may consist of people from fferent departments but at the same level in the ganization.

CHARACTERISTICS OF A GROUP

In the definition we gave earlier on; we said the proach to group phenomenon is in terms of the aracteristics of group. These characteristics include.

IDENTITY

Every group has unique identity. It is identifiable by

its members and at times those outside (i.e non members) e.g. Labour Union.

2. NORMS OF BEHAVIUOR

The group has a definite norm of behaviour. It requires its members to conform to established norms or patterns of outlook, attitude and behaviour.

3. PURPOSE

The third characteristics of a group is purpose. A group has definite purpose in terms of aims and objectives. And the aims and objectives are clearly defined or intuitively specified.

4. GROUP STRUCTURE

The structure represents the roles and status relationship among individuals in the group. The idea tha positions or roles develop and become differentiated in the group over time, is of course, crucial to understanding the dynamics of groups. Roles or positions can be viewed a behaviours that group members know about each othe expect each other, and use to characterize each other. Role of course give the group some what a stable, predictabl pattern of behaviour toward one another.

Group Structure, then is a system of reciprocal rol relationship between individuals in the group. These

ıe organizational and the effects their interactions have moving the group toward its task or goal(s). Group nbers during this process are differentiated according ıe value of their contributions or interactions.

SOLIDARITY

Every group demands loyalty from its members. Every nber agrees to the rules and regulations, including norms guides the group and total solidarity is demanded from nbers at all time to the belief of the group.

EXCLUSIVITY

The group has the power to grant or deny admission also to expel anyone from membership.

CAPACITY FOR CHANGE

This is another characteristics of group. Its life may ther long or short. It may form, disintegrate and reform nding upon external circumstances and stimuli.

IMPORTANCE OF GROUPS IN MANAGEMENT DECISION MAKING

The groups always influence the communication in every system. Including organization (public and te). A good manager should be able to identify the us groups within his organization both formal and mal.

And he should endeavour to carry the various groups al in order to achieve the organizational objective.

The group can influence the communication organization either positively or negative. According to Li (1961) the following are the various positive contributi of the group towards the organizations.

1. The group members are skilled in all the vari leadership and membership roles and functions requ for interaction between leaders and group members between members and other members. Thus they can b this to help the organization to solve 'knotty' issues.

2. The members of the group are attracted to the g and group is loyal to its members, including the lea Hence the manager can work with the leader(s) and rea compromise in order to move the organization forward. C important contributions of the organization include.

1. QUALITY DECISION - It has been establishe scholars that a group decision, because it inv interaction and corrective feedback among group mem is superior to the decision of an individual working al

2. ACCEPTANCE - On many occasions, a de made by subordinates will experience greater accep among them because they have been an integral p decision-making process. If a manager is always al decision making, he is likely to fall because he refus

carry along his subordinates who might have positive contributions.

3. The accuracy and quality of the final group product is increased because the group is more likely to eliminate inferior contributions on all important management decisions.

LEADER AND COMMUNICATION IN AN ORGANIZATION

WHO IS A LEADER?

In every human society, survival law is the first regulation that guides every body. At the same time, every one works toward the attainment of the societal objective hence the interdependence of all the human efforts. At the center of this is an effective coordinator, a facilitator or an influential fellow that serves as the rally point.

A leader is a person who influences others within a social system or an organization or a system. He makes them to work or direct their focus to achieve the set objective of the organization. The leader must be dynamic and influencial, he must be acceptable and capable of making people to cooperate at all times.

Jiboku (1993) defined leadership as the act or process of influencing people so that they strive willingly towards the achievement of a group goal.

A leader then in the organization is the manager who is at the center of the management team. The success and failure

of the organization depends on him and his manageme team. Let us examine some leadership types and th communication styles.

AUTOCRATIC LEADERSHIP STYLE

In this leadership style; the leader is at the apex controls and centralize everything, subordinates are allowed to participate in decision making. The informati typically flows in one direction, from the supervisor subordinate in form of instructions; directives, orders e Defaulters are regarded as saboteurs and are heav penalized. This communication pattern in this leadersh style is retrogressive and can be destructive wh employees are not allowed to use their initiatives or wh power is not delegated there are likely to be problems.

DEMOCRATIC LEADERSHIP STYLE

The democratic style allows the participation of ev body in decision making; this includes the minority. Als creates room for equal participation. There is free-flow information. Subordinates are allowed to make th suggestions and contributions toward decision making execution. In this leadership there is also delegation power/authority, this empowers the subordinates supervisors to function appropriate and probably to their initiatives where necessary. The leader enj cooperation and goodwill from the employees because t

are taken into confidence and they feel as part of the system. If the leader fails, then they all fail together.

LAISSEZ-FAIRE OR FREE-RAIN

Leadership Style. The leader in this type is permissive; he allows the followers to do what they want; there is little control. In this type the leader is weak and can be manipulated by the subordinate, he lacks principle and focus on how the organization should be run. Nobody within the system takes him seriously whenever information is sent. It is the extreme of the Autocratic leadership style.

Laisser-faire is not the best style for a dynamic organization; it destroys the system, where there is no control of information network the system will be totally grounded.

A LEADER AS THE MANAGER

The main purpose of the leader as the manager is to strive toward the attainment of organizational's goal. His success will depend on how best he she can manipulate both human and material resources that is available before him/her. Thus a leader must be able to perform the following management functions effectively (i) planning (ii) executing, (ii) directing (iv) suggesting (v) informing (vi) controlling (vii) delegating authority (viii) motivating (iv) reviewing etc.

PLANNING:- The leader as the manager is at the center of strategic planning during this period, he use communication

forecast and plan ahead for his organization.

MOTIVATION:- Motivation can be defined as a means or a mechanism of conditions wherein when applied will encourage and influence the people involved to work with zeal. It involves the application of factors that can encourage workers to work in the way desired and appropriate to organizations demand. Motivation can be inform of job security, on the job training, medical care, welfare bonuses, benefit in etc. When these are available to workers they are encouraged to work with zeal. The leader can also motivate through the using of kind and encouraging words. It can also be in attitude to the employees.

SUPERVISION:- The leader can use communication to supervise the subordinate. For instance the supervisor can supervise and give correction to the work of factory workers in a particular section. In a nutshell, according to Sawyer (1988) the business leader is the main director of the forces of growth and progress which constitute the engine of economic development. When there is failure in an organization, the leader is normally blamed and credit is awarded to him when there is success.

THE ROLE OF CREATIVE AND REFLECTIVE THINKING IN SOLVING COMMUNICATION PROBLEM IN AN ORGANIZATION

The organization as a system is complex. In a human

rganization.
e defined as a means or a
rein when applied will
ple involved to work with
actors that can encourage
ired and appropriate to
on can be inform of job
al care, welfare bonuses,
lable to workers they are
leader can also motivate
couraging words. It can
s.

use communication to
ance the supervisor can
work of factory workers
ll, according to Sawyer
in director of the forces
nstitute the engine of
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D REFLECTIVE
ICATION PROBLEM
TION

complex. In a human

system, there are bound to be problems from time to time. The manager who is leader is always at the center. He will need to be creative tactful and reflective in dealing with human resources at all times especially if he wants to receive their cooperation. When there is communication problem he must realize this and he will need to work with others to resolve the problem. Firstly his management team and if the problem need expert(s) torch he can call them to help.

The manager as the communicator can also use the following traits creatively at all times in dealing with his workers. These include accuracy, clarity conciseness and courtesy.

ACCURACY: Information must be constantly reviewed and validated before being included in a message.

CLARITY: - Information must not be vague or ambigeous To this end one must plan the communication and emphasize deliberately with full control. Lack of clarity o altitude can lead to inconsistency of action and attitude.

CONCISENESS: - This is the combination of complet pertinent data with few words.

The other points that can be included under the trait of effective communication are as follows:

NATURE OF INFORMATION: - The effective communicatio

that will be chosen in any circumstance depends on the nature of the information. Some information are best presented in the form of graphs and charts. Definitely such information can not be transmitted through the telephone.

NATURE OF INFORMATION:- The effective communication that will be chosen in any circumstance depends on the nature of the information. Some information are best presented in the form of graphs and charts. Definitely such information can not be transmitted through the telephone.

DISTANCE: - The distance of the receiver of the information must be considered this is because whichever way the message is being sent the receiver must get the message at the appropriate time.

VOLUME OF ACTIVITY: - This as a factor can add to choice of effective communication of a manager. This deals with the regularity with which the information would be needed and recalled. Thus free flow of necessary information is essential both within and outside the organization.

INDIVIDUAL COMMUNICATION ROLES IN ORGANISATIONS

Within the organizational system individual performs various communication roles. According to Rogers and Rogers (1976) the individual members of an organization

e not equivalent in their communication behaviour. The holars identified the following individuals and their mmuncation functions (a) Gate keeper (b) Liason (c) pinon leadeship (d) Cosmopolite

Gate Keeper- This is the individual who is so located in a mmunication structure to control the message flowing rough communication channel. Thus a gatekeeper is milar to a valve in a water pipe. A good example of a gate eper is the confidential secretary. One important function gate keeping is to decrease information overload, a gate eper filters message flows. The ability of the keeper to ter out low-importance messages and allow high portance messages to pass determines whether or not e gate keeper is preventing overload without greatly creasing distortion and omission in an organization.

aison: A liaison is sometimes called a linker. He is an lividual who interpersonally connects two or more cliques hin a system, without himself belonging to any clique. e liaisons are positioned at the cross roads of information ws in an organization. The liaisons are regarded as the ment that holds the structural bricks of an organization gether; when the liaisons are removed a system tend to apart into isolated cliques. Liaisons are important in ting communication messages from one sub-system to other within an organization. The liaison is crucial to the

system, because his loss destroys the connected unity of the organization.

Opinion Leader: The opinion leader is informal rather than formal leader. He has the ability to informally influence other individual's attitudes or behaviour in a desired way. The opinion leader obtains his positions of influence by rendering valuable and rare services to the system. Leader's conformity to norms is a valuable service to the system in that the leader thus provides a living model of norms for his followers. A man of high status (that is leadership) will conform to the most valued norms of his group as a minimum condition of maintaining his status.

Cosmopolite:- This is an individual who has a relatively high degree of communication within the organization environment. In most organizations cosmopolites are concentrated at the very top and the bottom. Those at the top include executives who travel widely and enjoy contact with other organizations they are in a position to obtain new ideas from sources external to their own organization. In contract, individual near the bottom of the organization hierarchy also have a certain degree of cosmopoliteness they deal with directly with customers, with incoming materials, energy and other operational level information. Their cosmopoliteness is at the grass-root level.

CHAPTER FOUR

EDIA OF COMMUNICATION IN ORGANIZATIONS

ECTIVES

At the end of this chapter, you should be able to:

Define meeting

Deferentiate between formal and informal meeting

Identify importance of meeting to the organization

Explain the procedural steps in formal meeting

Define oral interview

Identify procedures of oral interview

Define and identify the procedure of conferences

Identify oral composition as a form of interpersonal communication

Explain steps in developing stubtained oral composition

Classify and use letters for effective communication

Identify memorandum and use it to communicate

Use reports writing to communicate.

Use Letters to Communicate

MEETING

eeting is an important phenomenon in the life of every zations. It is through the meeting that most of the ant decisions in the life of an organization is decided.

A meeting can be described as the coming together of group of people who engage in face to face interaction, whi some members engage actively others only listen. Howeve those who are listening might or might not contribute in th course of the meeting. In every meeting there is always th leader, who is at the center of the discussion. Meetings ar fundamentally divided into two major types;

(i) Formal meetings
(ii) Informal meeting

FORMAL MEETINGS

The formal meeting has a clear leader. The meeting guided by rules and procedures. The rules include th constitution of the body, statutory rules etc part of th procedure of formal meeting is that before the meeting, ther must be notice to all its statutory members, this emanat from the secretariat headed by a secretary.

The meeting is also control led by a strict agenda draw by the leader/Chairman who liases with the secretary Agenda normally includes (i)opening speech (ii) reading o the minutes of last meeting (iii) matter arising from th minutes (iv) adoption of the minutes (v) matter of the da (vi) reports (vii) A. O. B. (viii) Chairman's closing remarks.

Minutes is the record each motion and the vote on it Formal rules help the meeting runs smoothly if the group i

large or if the agenda is very long. Examples of formal tings are; Executive meeting, Annual General Meeting rganisation, adhoc committee's meeting etc.

INFORMAL MEETING

Informal meetings are run more closely. Though there leader who wedge an enormous power still the meeting be riotous. Example is meeting of a street gang, cult

In informal meetings votes may not be taken if most le seem to agree. Minutes may not be kept. This type etings are better for team building and problem solving.

IMPORTANCE OF MEETINGS

Meeting perform many important functions within an nisation according to Di-salvo (1986), meeting can be rded as the most vital communication tool of modern ness, industry, government, profession and even social/ ate life. Specifically meeting helps to;

Keep people informed of organizational decisions, policies and procedures.

Promote creativity and exchange of ideas among the people who represent different parts of the organisation.

Promote coordination of information between departments that are highly interdependent.

Expose people to problems and demands that other areas of the organisation experience and must deal

with.

5. Promote better job performance by exposing people to the ideas, views and experiences of other people.
6. Improve morale by involving people in decisions that affect their hobs.
7. Utilize the knowledge and experience of people throughout the organisation.

SOME DISADVANTAGES OF MEETING

It is important to note some disadvantages of meetings;

1. they are too time consuming
2. they divided the responsibility for the end product so that no one feels accountable.
3. the decision and recommendation of the panel in a meeting are at times watered down with compromises.
4. meetings can at times breed inter group conflict and competition.

However, most people agree that the advantages of meeetings outweigh the disadvantages. It should be noted that meeting is meant specifically to achieve a better flow of communication and setting of other objectives.

EFFECTIVE USES OF MEETING BY THE MANAGEMENT

Every manager must realize that planning the agenda is the foundation of good meeting; and his help in the realization of set objective.

The manager or the leader must have enough time to

discuss controversial issues. The leader must be democratic in this situation and should not take a definite side but allow the members to discuss the issue at sake thoroughly. Pay attention to people and process as well as the task at hand during the meeting.

During the meeting if the group does not formally vote, the leader should summarise the group's consensus after each point. At the end, the leader must remind the group who is responsible for implementing some of the decisions taken. The management can also help to develop individual during meetings.

ORAL INTERVIEW

What is Oral Interview

Oral Interview can be described as a form of interpersonal communication behaviour involving two parties, at least one of whom has preconceived and serious purpose, and both of whom speak and listen from time to time. In most cases oral interview is a must if you are to get a good position in an organisation. So this form of communication is very essential during employment.

Apart from employment purpose, oral interview can also be use within an organisation for (a) information exchange e.g. routine information exchange which involves asking and answering of question, this is normally in form of informal interviews. (b) Appraisal counselling; some organisation, periodically review job performance of their employees (c)

Receiving complaint oral interview are also use by the organisation to treat complaints originated within (i.e. by worker) or outside (customers or community) this is part of the organizational life.

Let us consider oral interview during the employment interview, this is because you are like to one day attend a job interview; you must know how to comport yourself and also realize that this is an interpersonal communication where you have to put in your best to get the job.

PROCEDURES OF ORAL INTERVIEW (EMPLOYMENT INTERVIEW)

Employment is an important thing in your life, after graduation and the service year you look forward to a fruitful employment. It is possible that you have written series of application or employment letters to many organizations after this, one of them might short-list your name. Probably you went for aptitude interview before you get your appointment letter. This part of this book i smeant to familiarize you with the procedure of the oral interview; and what you must do.

According to Locker (1989), when you are about to attend a job interview; you need to develop an overall strategy based on your answers to these questions.

(a) What about yourself do you wnat the interviewer to know? Pick two to five points that represent your strengths for the particular job. These might include your achievement

ademic, Social etc) character traits.

What disadvantages or personal weakness do you need to minimize? Such as mannerism in speech, bad habit, etc lack of experience (on this you have to show that you can perform even with your little experience)

What are the likely areas the interviewers are likely to concentrate on, on aptitude, social, intellectual capacity etc, you must be well prepared before the 'D' day.

Apart from the questions above, you must ask yourself d probably your contemporary what to wear to the casion. You must be properly dressed. Also consider what bring to the interview; Bring extra copies of your C.V urriculum Vitae). Bring something to write on and mething to write with. You also have a sheet with the mes, addresses and phone numbers of references; the erviewers might ask for them again during the interview.

PRACTICING OF THE INTERVIEW

Today we lived in a competitive world. Jobs are scarce d many people compete for the few jobs that are available you must put in your best whenever you are invited for interview. Before the real interview rehearse everything u can put on the clothes you will wear and practice tering a room, shaking hands, sitting down and answering estions. Ask a friend to interview you. You can give your swers to questions from your friend.

PROCEDURE OF THE ORAL INTERVIEW

Every interview has three parts; (i) an opening (ii) a bo and (iii) a close.

(i) In the opening, which at times last between two to f minutes, the interviewer(s) will try to set you at ease. Sor interviewers (a) start with easy questions about yo speciality or interest; other may start with difficult questi or simply ask you about your name and your backgroun Whatever the question try to maintain your coolness a answer calmly. Speak audibly, do no mumble, look at peop when you talk. If the question is a difficult one and your not understand, politely ask the interviewer to repeat t question. You however need to listen intently to questions.

(ii) The body of the interview. This is at times between t and twenty five minute. The time might at times be mo than this it depends on what the interviewers want fro you. Expert questions that give you an opportunity showcase your strong point can be asked. Also expe question on your field of specialization; and also questio on the practical aspect of the job itself. You can also expe question(s) on your weak area(s), prepare how to answ this question.

(iii) The close – the interview can at times close abrupt you should be prepared if this happens. The interviewe can say you will hear from them soon. Be calm, thank the

olitely and take your exist. Do not show that you are esperate or your are afraid; exhibit confidence.

PROCEDURES OF CONFERENCES

Vhat is a conference?

A conference is also a form of interpersonal ommunication. Especially it can be described as the coming ogether of a group of people in a face-to-face setting to xchange information or opinion. It can also be used to solve n emergency problem or to profer solution to an existing roblem. It can be used to contribute to a discussion on a ontemporary issue.

The ultimate success or failure of a conference rests ith the organiser's abilities to manage the conference. ccording to Di-salvo (1986), as the conference leader you ay attention to the following procedures in order to organize successful conference.

PROCEDURES

Plan the Conference – The leader must properly plan he conference before the real conference. As the organizer r the leader organize your ideas and thoughts as quickly s possible before the arrival of the participants. These ncludes;

a) Set the objective of the conference. What are the topics to be covered? The theme and the sub-themes must be carefully set out. Should the topics be handled in

a problem solving or information fashion? Work vigorously with the planning team. You can break into groups and look at the critical areas.

(b) Identify the conference participants who will be involved in the conference? Tertiary teachers, students, administrators etc decide what actual and potential resources can group members bring to the conference?

(c) **Develop a conference agenda:** the agenda is generally the master plan for the conference. It includes various topics division to prenary session (If there is need for this). Identify various speakers, including keynote speaker and other dignitaries. Fix the dates for the conference.

(d) Notify all conference participants. Notice should be sent to potential participants regarding the date, time, and location of the conference, conference objectives etc. In addition to this the organizers need to take care of the logistics.

(e) **Start the conference** – the programme of the events should be distributed to the participants during registration. Help participants that come from distant place with accommodation.

(f) Encourage participation by the conferees. A communique can be written at the end of the conference.

The organizers of the conference must adequately prepare

nd take care of other logistics such as the arrangement of
he venue, invitations to distinguished guest etc.

ORAL COMPOSITION

Oral composition is another example of interpersonal
ommunication within and outside the organization.
nguistically, Oral composition can be described as the use
vocal sounds otherwise called speech sounds for
mmunication purpose. In this type of communication,
ere are three parts,

there must be a producer of the communication text
ually called the sender, the presenter or the encoder;

there must be communication text itself, also called
ssage or code;

there must be the consumer of the message, usually
led the receiver or the decorder, for effective oral
mmunication to take place all these three parts must
rate successful.

The oral exchange can be face to face or through the
phone. It can be in a meeting or conference or oral report.

TYPES OF ORAL COMPOSITION

There are many types of oral composition the three
c ones are;

Oral narrative

Oral description

Oral explanation

ORAL NARRATIVE

Oral narrative involves informing an audience about past event or telling a story. In the narration importance usually attached to time, place and action. You must ensu that, there is chronological sequence of the presentation can be used during speech presentation

Or to explain the position of management on a certain issu

ORAL DESCRIPTION

An oral description involves provision of facts technical detail about a person, object place or an act that takes place often or that is going to take place. It be used during meetings conferences etc.

ORAL EXPLANATION

Oral explanation entails the provision in speech of h and why of a phenomenon, a process or a point of view. must take note, there is no way by which you can expl process or a phenomenon without some elements description or narration. So it is possible to find the us description in explanation and vice versal. This can be u during delegation of authority; job explanation etc.

STEPS IN DEVELOPING SUSTAINED FORMAL ORA COMPOSITON

In oral composition, the producer or the sender of

message must be very articulate in the presentation: especially in a formal situation. The formal situations include public lecture , a symposium a court session conference. A well know characteristics of this situation is the presence of a planned oral disclosure, where there is a free use of scripted texts which have been planned out and organized prior to expression. During the preparation of the texts the following steps must be taken into consideration.

(a) appropriate selection of topic and establishing a purpose.
(b) Planning and outlining
(c) Research and selection
(d) Supporting the central idea
(e) Selecting and developing points

Lets now consider these steps.

APPROPRIATE SELECTION OF TOPIC AND ESTABLISHING A PURPOSE

In preparing a text for oral presentation the first thing you do is to select an appropriate topic. It must be reasonable and presentable to the audience. You must also establish a purpose. Ask yourself why are you presenting the text, who are your audience? Etc. Your topic must sustain the interest of your audience.

PLANNING AND OUTLINING

Planning the speech is very important. A speech that

is not well planned will lack substance. During the plann stage, identify the major points the minor points and examples. The points should be outlined properly and must also be arranged in the logical order.

RESEARCH AND SELECTION

Facts are of prime importance. You as presenter or speaker must ensure that the facts you are correct. You should therefore, research your sub carefully and make sure any authority you quote is relia Material should be carefully selected so that they will m the presentation to be factual.

SUPPORTING THE CENTRAL IDEA

During the period of research, you must collect mat and points to support the central idea. These will incl illustration, examples, instances etc. If the central ide not properly supported, the presentation will look va and it will not make any impact on the audience.

SELECTING AND DEVELOPING POINTS

Selecting and developing points is very impor during preparation of a text. You must prepare this to sus the interest of the listeners. You may use special vocabularies in some parts, but this should not affect idea (S) presented in the script.

Apart from the above steps, dressing is also impor during oral presentation. In mot speaking situations, pe

e the speaker and form judgment about him long before
e speaks. Thus attractive dress and good grooming are
portant during formal speaking situations.

LETTER WRITING

The letter is an avenue of communication. The
rganization at times relies on letters, memo and other
venues to communicate within and outside. There is a close
nnection and similarities between a letter and a memo
thin an organization, the difference comes in the format
d the objective.

hether you work for yourself or for an organization in any
, you might wish to write letters to convey your feelings.
erefore, your attitude, as suggested by the tone of your
ters is a major ingredient of your message. Because most
ters are written to elicit definite response, you want the
ader to be on your side. You might wish to write to loved
es or familiar people or friend you will also need to convey
ur ideas through the medium of the letter.

CLASSIFICATION OF LETTERS

Letters are generally classified into two categories

Formal letter

Informal letter

e division is determined by the target audience (i.e. the
ceiver of the message) and your purpose as the writer.

FORMAL LETTER

The formal letter is otherwise know nas the business o official letter.

Our emphasis will be on this type in this book, because w are concerned with communication at the organizationa level.

The broad purpose of a formal letter is to inform an persuade the reader. This type of letter has specific purpose it is trying to make a point. The manner or style you use t write them is therefore of special importance.

The sub types of formal letter include, sales letters designed to create interest in a product or service; letters of recommendation for friends, fellow workers or past employees; letter of transmittal (cover letters) to accompany reports and other documents that you mail out, letter of inquiry, asking about the cost or availability of a product, requesting advice for solving a problem, soliciting comments; order letter sent out to order for product and services, complaint letters written to complain about disappointing service or faulty products and to request adjustment. Application letters, the letters you write to seek for employment or jobs in institutions or organizations. You may also need to write letter of response to those letters received by your organization. Regardless of type, however all formal or business letters share certain elements.

ELEMENTS OF FORMAL LETTERS

The followings are the elements or features of a business etters.

(a) Address (your address and recipient's address
(b) The date.
(c) Salutation.
(d) Subject Heading
(e) Introduction and body of the letter
(f) The complimentary close
(g) Writer's Name and Signature.

ote: If the letter is within the organization or between vo organization or between an organization and an dividual. It is proper to use letter head paper of the mpany.

ADDRESSES

The addresses are important elements in the letter oth formal and informal). The writer or addresses' address business address is always at the top right or top left rner of the paper depending on the mode of paragraphing. the mode of paragraphing is the full block styles, the dress must be at the top right corner of the paper. An ample of block form addressing.

BLOCK FORM

VICTORY COLLEGE
P M B 20
APAPA
LAGOS
2ND MAY 2000

LANDUSE MANAGER
EASTERN PAPER COMPANY
P. O. BOX 4667
OWERRI
IMO STATE.

Dear Sir

INDENTED FORM

Victory College
P M B 20
Apapa
Lagos
2nd May 2000

Landuse Manager
Eastern Paper Company
P. O. Box 4667
Owerri
Imo State.

Dear Sir,

: In most cases block form is generally preferred. In
f a complete business letter, it may be unnecessary
plicate the address, if you are writing on the
ization's letter head e.g.

S ANTONIO INTERNATIONAL SCHOOL
Motto: IN DOMINO CONFIDAMUS
24 DASLIVA AVENUE, KOSOTOYE TOWN TEL:01-6227867

2nd July 2000

HONOURABLE MINISTER OF EDUCATION
ERAL MINISTRY OF EDUCATION
KI DISTRICT
JA.

Sir,

When you are writing the addresses be careful, do
se abbreviations such as Ave, for Avenue, Str. For Street
for Road. Also do not abbreviate the names of months.
ecipient address gives the exact name or title of the
n, firm or organization you are writing to. It is placed
sh with left-hand margin stated on the following line
the writer's address. No abbreviations should be used
also.

THE SALUTATION

Your salutation, aligned two spaces below the inside
ess, this is a greeting to your reader. Begin your

salutation with "Dear" and end it with a. Comma. When the letter is addressed to an individual, use any of the following salutations:

Dear Mr. Folahanmi,

Dear Dr. Tim,

Dear Professor Antonio.

You should note that abbreviations are permissible only with titles such as Mr. Mrs. Dr. etc. If you do not know your recipient sex, use the person's position e.g. Dear Manager or simply Dear Sir

SUBJECT HEADING

Immediately after the salutation, drop down two spaces i.e. for a typed letter and indicate the topic of the discussion. The .topic or subject heading should be the summary of the content of letter, for instance,

The State of Roads in Ilaro

Re: Capital Investment in Ita – Eko Market

Application for the post of Account Executive

Note your heading must be appropriate. It must be in line with your subject-matter. Every major word of the heading must start with a capital letter. The subject headings are also meant for official or office use. The heading will help the administrator to place the letter appropriately; this will also enhance prompt action on it.

INTRODUCTION AND BODY OF THE LETTER

After the subject heading the next thing is the

introductory paragraph. The introductory paragraph states the purpose of the letter. It can re-state the title or topic. If the letter is a reply to an earlier correspondence make reference to the earlier letter or the official number of the earlier letter. The introductory paragraph must be straight to the point. Do not forget, this is a formal letter, there is no room for exchange of pleasantries or felicities. The style of your construction must be determined by your audience and your purpose of writing.

The body of the letter is usually divided into several paragraphs. Each paragraph must be properly constructed and must carry a definite idea. The paragraphs must be logically linked. You can use sentence connectors that will show mutual relationship and coherence of your sentences. The number of paragraphs of the discussion will be determined by the number of issues relating to the letter's main purpose.

You must also include a modest conclusion. The conclusion must inform your reader(s) that you intend to rest your case. The conclusion can also state what you expect from your reader(s).

COMPLEMENTARY CLOSING

Place your complimentary closing two spaces below the concluding paragraph of your letter text aligned with your heading. Any conventional closing that is polite and not intimate will be okay e.g.

Yours faithfully,
Your truly,
Yours very truly,

Yours, faithfully,

Alade Thomas

Take note, the position of the complimentary clos may be towards the extreme right the extreme left or middle of the paper depending on the form of paragraph used in the entire letter.

WRITER'S NAME AND SIGNATURE

Immediately after the complimentary closing type y full name and title four spaces below. Leave a space betw the complementary close and your name. The space between is for your signature e.g.

Your faithfully,

Alade Ayo
(Personal Manager)

Note your signature is your personal stamp indicating approval of and responsibility for the content of the l (even if it is typed by a secretary)

ADDRESSING THE ENVELOPE

PROFESSOR SHEU AMADU
NORTH-EASTERN UNIVERSITY
BARUBARU
TARABA STATE

While addressing your envelope, make sure you write the address legibly use pen or typewriter place the address in the middle part of the envelope or post card.

Do not abbreviate names of cities, towns or Avenue. Remember to include the private mail bag or post office box number, if your recipient has one.

SUB-TYPES OF FORMAL LETTERS

The formal letter otherwise known as business letter is a special form of communication within and outside the organization; managers, supervisors and employees in general normally employs, it to communicate ideas, inform and influence. To write an effective business letter you must pay attention to the followings.

Firstly, you must identify the audinece. Are you writing to your Managing Director or are you writing as a supervisors to the subordinates or you are writing as a sales manager for your customers. Identifying the specific audience will help you to direct the letter to a particular person or a group

of person.

Secondly, you must decide the purpose of writing the letter. For instance you ought to ask yourself the following questions "what are my reason(s) for writing this letter? Am I to inform, complain, enquire introduce or order goods and services". Establishing a purpose will make your letter to be meaningful. Every paragraph your write must have a purpose that is clear and obvious both to you and to your readers.

Thirdly, determine your style and the tone of your letter. The tone of your letter will allow the reader to assess whether you are selfish or not and to ascertain if you are serious about the content of your letter. Let us now look at some of the business letters.

LETTER OF COMPLAINT

The letter of complaint is written to lodge a complain or to show displeasure. It can be complaint on quality of services rendered, goods purchased, terms of agreements wrong merchanise, bad packing, damage or delay, incomplete delivery etc.

In this type of letter, you must be brief and go straight to the point. Whatever the reason of complaint annoyance must never be allowed to take precedence. A complaint is likely to receive careful attention if the case is reasonably stated. Let us look at the example below

LETTER OF COMPLAINT IN FULL-BLOCK FORM WITH LETTER HEAD

BLWL

BABAYO LEATHER WORKS LIMITED
96 KANO ROAD, KADUNA BYEPASS KADUNA
TEL:- 036-667894

26TH JUNE 2000

THE SALES MANAGER
FARESON TECHNICAL LIMITED
P.M.B. 2612
IKEJA.

Dear Sir,

Re: Lateness in supply of materials

This is to inform you that we are very surprised that the goods which you promised will be supplied yesterday morning have not been received. This is by no means the first time we have had to complain about delay on your part in fulfilling orders, less than six months we made a similar complaint.

Although we know that the materials you supply are as good as you claimed, punctual delivery is as important as quality. There is another matter to which we should like to draw your attention. Last week, we received a bill: in it we are charged for materials that have not been supplied. We shall be glad to have your explanation.

Yours faithfully,

Ajetumobi, Rafiu
(Purchasing Manager)

Example Two

25, Ajirotutu Close,
Iyana Ipaja
Lagos.
20th March, 1984.

The Manager,
Chima Electronics Incorporated,
Shop 115, Main Market,
Enugu,
Enugu State.

Dear Sir,

Faulty Stereo Set

On February 20th 1984, I bought a stereo component syste
(sales receipt 1160846) from your outlet. Three weeks late
moved to calabar, and after four weeks of stereo use I noti
increasing distortion in the speakers.
As a lover of classical music, I bought your top-of-line speaker
because of their extra-wide range. However, the increasing po
of vibration is making the expensive system useless.
The speaker guarantee states that items for repair or replac
must be returned to the original retailer. But because we a
now hundreds of miles away, such an arrangement would c
a great deal of money and time. Under these circumstance co
you kindly arrange for your store in calabar to honour
guarantee directly.

Thank you for your anticipated cooperation.

Yours truly,

Toun Olusina

LETTER OF APPLICATION

A letter of application is the type you write to apply for a post. It might also be a letter answering advertisement for a job. This type of letter represents a very special form of persuasion. It has specific purpose and it is trying to make a point. Also in this type of letter you are trying to sell your skill and you need to do this convincingly. Thus the letter must be kept as brief as possible and it must maintain a tone appropriate to the purpose you must remember that a letter of application is normally your first introduction to a prospective employer so the letter must be clear, coincise, correct and courteous.

The following must be reflected in an application letter.

(a) A formal application for the job or reference to an earlier advertisement.
(b) Your age and education
(c) Detail of educational training, year and distinctions
(d) Any previous employment or experience
(e) Mention at least 3 referees, who can attest to your academic professional and moral background.
(f) Inclusion of your curriculum vitae (C.V)

The modern practice is to write a brief covering letter which introduces you and the job you are applying for then attach a brief out line of your qualification. Reference is then made to the attached summary of personal details and qualification. This also include the referees and their addresses. The argument of the modern approach is that a separate detailed list is easier to follow than a long passage with series of paragraphs.

LETTER OF APPLICATION IN MODIFIED BLOCK FORM

29, Oke Igbala Avenue,
Gbagada Estate,
Lagos State.
8th July, 1998.

THE PERSONNEL MANAGER
TIM & TIM ASSOCIATES
P.M.B. 551
IKEJA
LAGOS.

Dear Sir,

Application For The Post Of Account Supervisor

I wish to apply for the post of account supervisor as advertised in the "Punch of 2nd June 1998.
Accountancy has interested me ever since I began to study commercial subjects at school and I hope to make a career in this field.
I graduated five years ago from the Federal Polytechnic at Ilaro with a distinction in National Diploma Accountancy. After the one year compulsory industrial attachment I returned to the school for my Higher National Diploma in Accountancy and graduated with upper credit.
After graduation and National Service, I have been a pupil accountant at Mudasiru and Co.
I enclosed a copy of my curriculum vitae (CV) with names and addresses of three references.
Sir, I look forward to a favourable reply from you.

Yours faithfully,

OLUFEMI LAMIDI

SAMPLE OF CURRICULUM VITAE (CV)

NAME: LAMIDI TIJANI OLATUNJI OLUFEMI

DATE OF BIRTH: 15TH MAY 1967

ADDRESS: 290 LADUGBO ROAD ILE-IFE

POSTAL ADDRESS: P.O.BOX 2964 IKEJA LAGOS.

SEX: MALE

RELIGION: CHRISTIAN

NATIONALITY: NIGERIAN

EDUCATIONAL BACKGROUND

i. West African School Certificate
ii. National Diploma (Accountancy)
iii. Higher National Diploma (Accountancy)

EDUCATIONAL INSTITUTIONS WITH DATES

i. Moremi High School Ile-Ife 1980 - 1984
ii. Federal Polytechnic Ilaro 1986 - 1988
iii. Federal Polytechnic Ilaro 1989 - 1991

PROFESSIONAL MEMBERSHIP AND DISTINCTIONS

i. Mayo Scholarship Recipient 1980 - 1984
ii. Best Graduating Student in Accountancy 1988
iii. Federal Government Scholarship 1990

Ass. Member Institute of Chartered Accountant

Member: Nigeria Academy of Humanities

Member: Rotary Club of Ilase

EXPERIENCE

i. Accountant – in – training Ayoola Industrial Service
1988 – 1989

ii. Pupil Accountant Mudasiru & Co • 1991 – Dat

REFEREES

1. MR. L. O. FATONA
HEAD DEPT OF ACCOUNTANCY
FEDERAL POLYTECHNIC ILARO.

2. ALH. M. A. AKINDE
DIRECTOR OF FINANCE
GISARIN GROUP

3. MR. THOMSON ALAO
MUDASIRU & CO
IKEJA.

ORDER LETTER

The order letter is another sub type of business lette
It is designed to purchase goods when you are orderin
goods, care must be taken to state requirement clearly s
that the seller will not be confused about the exact good(s
You are ordering from a catalogue, it is pertinent to quo
the list number. The date when the delivery is require
should be clearly stated, also the mode of transportatio
either through the road, sea or air should be clearly stated

According to Mavor (1988) the following are features

of order letter.

FEATURES OF ORDER LETTER

1. Reference to a source of information
2. List of goods to be ordered
3. Quantity, quality, price, catalogue no (if any)
4. Details of delivery and payment
5. An order number

A SAMPLE OF ORDER

LADSON AND LADSON LIMITED
15 RUKUBA ROAD ANGLOJOS
Tel: 028-2677894
24th AUGUST 1988

THE SALES MANAGER
NORTHERN TEXTILE MILL
P.M.B. 240
KADUNA.

Dear Sir,

Re: Order of Textile Materials

Thank you for your quotation of 15th July, also for the sample of clothes you sent.

Please will you forward the following bales of clothes to any company

1. 350 Yards Guinea Brocade no 32 N95 per yard
2. 200 Yards Carrison linear Tecture No 40 N40 per yard

3. 680 Yards Abakateki Atampa No 15 N62 per yard

Please send them by Nigerian Railway Services to the above address.

Your terms are acceptable. Please deliver by 29th August as the clothes are required to meet urgent needs of our customers.

Yours faithfully,

AMOO JOHN (Executive Director)

ENQUIRY LETTER

The enquiry letter is written to ask for very important information about some body or something along the line the writer shows interest in the subject of enquiry.

SAMPLE OF ENQUIRY LETTER

Letter of Enquiry in full form

55 AGBEKE AVENUE
SURULERE
LAGOS
15TH JULY 1988

LAND USE MANAGER
NORTHERN ESTATES INC.
P.M.B. 2688
KADUNA STATE.

Dear Sir,

enquiry about Kaduna peninsula estates.

Northern Estates incorporated has been listed as one of the credible estate company responsible for the distribution and leasing of Kaduna peninsular to the general public.

Because I am interested in such a leasing arrangement please answer the following question for me.

1. Does your company have any lakefront parcels of land in highly remote areas?
2. What is the average size of leased parcel?
3. How long does the lease remain in effect?
4. What is the yearly leasing fee?

I will greatly appreciate your answer to these questions, along with any other details you might send along.

Yours truly,
AMOS ADETUNJI

In a nutshell, the business letter should be carefully written. You must choose your words careful and must be focused. Sell your idea to the reader early in the letter.

Convince your reader, by using appropriate words and construction. Specify the action required of the reader; sign your letter and send copies to other people if necessary and finally arrange your key points logically.

GENERAL CRITERIA IN WRITING TACTIFUL LETTER

Letter writing is an important communication

endeavour. Whatever you write, speak so much about your personality i.e. your disposition maturity education and intellectual capacity. So you must always measure each group of letter against the five criteria below for effective message(s) transmittion.

(a) Is the message clear? Are there any phrase(s) which could be misunderstood?

(b) Is the message complete? Does it answer all the readers questions. Is it acceptable as a record?

(c) Is the information correct? Is the message free from errors in punctuation, spelling, grammar word order and sentence structure?

(d) Does the message save the reader's time? Does focus on the reader's main questions?

(e) Does the message build good will? Is the style friendly without being either too casual or too shift? Does the message demonstrate your attitude? Does the message create a positive image of the writer and his her organization? Does the message cement a good relationship between the writer and the reader?

MEMORADUM

The memo is the most common form of in-house writing within an organization. The letter and memo have similar functions within the organization. However scholars agreed that there are major differences in the audience and format.

According to a scholar, letters are often circulated both within and outside an organization e.g. within an organization we can have letter of enquiry, order letter, Letter of appointment, promotion letter. Similarly letter can be dispatched from individuals and organizations to other organizations. A memo on the other hand is often circulated within an organization on the job personnel must communicate with speed and precision. Your success may depend on your skill in sharing useful information with colleagues. Some of the memo you are likely to write in the organization include:

(a) A request for assistance on a work project.
(b) A requisition for parts and equipment
(c) A proposal outlining the reasons and suggesting a plan for a new project (memorandum report)
(d) A brief set of instruction for one or more colleagues
(e) An hourly or daily account of your work activities.
(f) A memo describing a change in company's personnel policy (vacation time, promotion etc)

These are just a few samples of the wide variety of memo that keep the organizations moving. Most of these reports may be cast in a number of different forms.

FORMAT OF MEMORANDUM

In organizations most memos follow a well specified format. Though there are slight differences, the formats however always follow the standard format.

The standard memo has a heading that names the organization and identifies the sender, recipient, subject and date e.g.

JIBOLOTO ASSOCIATES
Internal Memorandum
Confidential

Date:.....

To.....

From:.....

Ref:.....

Subject:.....

Note memo omit both the salutation and complementary close entirely. Memo never use indented paragraphs subjects lines are required heading are optional. Each heading must cover all the information until the next heading. Never use a separate heading for the first paragraph.

Some organizations use the order of items in Date/To/From/Subject Block. Some organizations ask employees to sign memos rather than simply initialing them. The signature goes below the last line of the memo, starting half way over

on the page, and prevent anyone's adding unauthorised information.

LOVELY CHILD INCORPORATED

INTERNAL MEMORADUM

From:..... Date:.....

To:.....

Ref:.....

Subject:.....

The text memo follows an introduction-body-nclusion structure, first you identify your purpose for iting the memo: next you give the specific information ated to your purpose; finally, you conclude cordially with request, a recommendation, or an offer of further istance. Take note memos can cover just about any topic l purpose. Let us look at another example of a memo.

ACME GRAIN WHOLESALERS LTD

MEMORADUM

Date: 15th May, 1997

To: Mr. Tim Tobi
Manager marketing Division

From: Susan Adeyemi
Research Director

Subject: FOOD –TRAIN CONSUMPTION IN NIGERIA 1992 – 1995.

Here are the data you requested on May 4th, as part of your division's annual marketing survey:

NIGERIA PER CAPITAL CONSUMPTION OF FOOD GRAINS POUNDS 1992-1995

CORN PRODUCTS	**1992**	**1993**	**1994**	1995
Cornmeal and others	15.8	15.8	15.8	15.8
Corn Syrup and Sugar	20.3	20.8	21.4	21.7
Food Products	3.2	3.2	3.2	3.2
Barley Food Products	1.2	1.2	1.2	1.2
WHEAT				
Flour	112.0	110.0	110.0	111.0
Breakfast Cereals	2.9	2.9	2.9	2.9
Grain flour	1.2	1.2	1.2	1.2
Rice	8.3	6.7	7.7	7.0

If you have any questions or require additional information, please call Mr. Oja-olu at 3.16.

Cc: Mr. Theo Ariyo, Manager in Charge of Marketing

REPORTS

A report is an important phenomenon in the Literate world. It is an organic part of an organization. The report has been described as a kind of formal or official write-up initiated and designed for the purpose of presenting the facts or record of an investigation into a problem or development with a view to making viable commendations after weighing all available options.

All organizations, be it technical, scientific, business etc require reports to sustain them. And the organizations also describe many kinds of documents as reports; in some, report is a long document that contains numerical data. others one and two page memos are called reports. A tandard report contains formal elements such as title page, ansmittal, a table of content, a list of illustrations. Informal nes use letter or memo format. But all reports whatever eir length or degree of formality, provide information that eople in organization need to make plans and solve oblems.

IMPORTANCE OF REPORTS TO INDIVIDUALS AND THE INDUDTRY

Individuals and the organization or the industry tends gain significally from report writing. In fact the organization n not move forward without reference(s) to earlier estigations or experiences that are preserve in form of orts the merits of writing and publication of report

include.

(a) Writing of report will aid the exposure of the officials and managers. It widen their scope and increase their initiatives and this invariably enhance their efficiency on the job.

(b) Report writing by an individual create sense of belonging. The writer or such employees may see themselves as part of the decision making process in the organization. This motivate them and lead to job satisfaction which invariably may enhance performance and productivity.

(c) Through report writing the business officials are likely to develop expertise's in various areas. The process of writing report is so wide, and this may widen the eyes of the writers to many areas in the society.

(d) During the presentation of report especially written the oral presentation, there is cross fertilization of ideas. This invariably stimulate intellectual development and the more ideas generated, the better for the organizations.

(e) Reports give a true assessment of a situation and this will properly help the management to spring to action without delay. Thus the management is able to set goals and pursue such goals with vigour.

(f) Report writing can lead to cost reduction more often report writers are requested to give cost implications of their reports the writer may strive to ensure, not

nly better methods of doing things but also cheaper means.

- Report writing help the organization to keep abreast of the latest tools and methods of doing things. This will lead to development of Human resources as well as development of Natural resources.
- When the data for report is being gathered the writer can directly or indirect measure the reactions of the employees and the publics to some important management decisions.

Many organizations have names for specific kinds or reports. Some of these are as follows:

Progress and interim reports – these record the work done so far and the work remaining on a project.

Quarterly Reports – these document the company's productivity and profit for the quarter.

Annual reports – record an organization's accomplishments during the past year and provide financial data.

Audit reports – these document and interpret the facts revealed during an audit.

Closure reports – document research that is not economically technically feasible for new product under current conditions.

Scouting reports – these identify the strengths and weakness of a potential recruit or an opposing team and recommend whether to bid for the recruit or recommend strategies for beating the opponents.

Apart from

There are other special reports, namely;

(a) Analytical reports
(b) Descriptive reports
(c) Investigative reports
(d) Book reports or reviews
(e) Periodic and progress reports
(f) Proposals
(g) Memorandum reports

Reports can be divided into two major categories;

(a) Formal reports
(b) Informal reports

The formal report is an extensive report with a re wide area of coverage. It has a very complex structure.

ELEMENTS OF FORMAL REPORT

(a) **Title page** – the title page will incorporate the title the topic of the report; the author's name, date of s report and reference number.

(b) **The content page** – this covers the broad area coven by the report under the required headings and su headings.

(c) **Reference or term of references** – the term reference must be explicitly state; what the committ or the person was asked to do.

(d) **Contents** – this includes introduction and ba ground to the problem that is being examined.

(e) **Method/Proceduce** – This is the presentation of the method that the research used to collect data from the field. (i.e. method of investigation)

(f) **Finding(s)** – the findings from the investigation must be specifically stated.

(g) **Recommendation/Suggestions** – these are the recommendations or suggestions after analyzing the outcome of the study. It also deals with courses of actions available to the organization.

(h) **Conlusion/Synthesis** – they are derived from the body of the report and they state the outcome of the investigation.

(i) **Appendixes** – these give supplementary information

(j) **Name & Signatures of Writer(s)** – these are very essential to make the report authentic.

Let us look at the example of the business report below.

REPORT OF APPRENTICES UNREST AT TIMMY ENGINEERING LIMITED

1. TERM OF REFERENCE

On the instructions of the works manager (2 May 1992) to report on apprentices unrest and make recommendations.

2. PROCEDURE

(A) Extent of the unrest

The comments of the apprentice supervisors and foremen revealed a wide spread malaise and resentment amongst apprentices.

Although manifestations of individual breaches discipline and general uncooperative attitude w considered only minor, several foremen expressed the v that the situation was deteriorating and serious out bre of misbehaviours might result.

(B) Causes of Unrest

1. Training – complaint were made that;

(a) Supervision was inadequate.

(b) Apprentices were kept too long in one section

(c) Apprentices were being used on production lines

(d) Skilled men intent on bonus earnings were unwill to spend time explaining in what they were doing.

2. Conditions – Complaints were made that:

(a) Machines were left dirty by skilled men

(b) Safety precautions were ignored particularly operations of machines with guards removed.

3. Pay – The belief was wide spread that rates paid appretices were the lowest in the area.

CONCLUSION

(A) Extent of Unrest

On matters justified complaint immediate action m be taken to prevent further disturbances.

(B) Causes of unrest

1. Training – there is evidence that all ccmplaints w well – founded.

2. Conditions – Complaints 2 (a) above is unimportan

t removal safety guard is an offence against factory act
d must be stopped.

Pay – Our rates compares favourably with those paid
pprentices in other factories of this area, and complaints
this score would cease, if apprentices were made aware
his.

RECOMMENDATIONS

A training officer to be appointed and instructed to draw up a training scheme which will ensure balanced experience in the works and adequate supervision should be given.

All supervisory grades to be reminded of the important of keeping machinery guarded when in operation.

The personnel officer to address a meeting of apprentices and explain the favourable rate of pay enjoyed in this factory.

BOLA SMITH

une 1992

CE – PETER LITTLE Communication business

ES IN WRITING AND PRESENTATION OF A REPORT

here are many things you must take into consideration
you are planning a formal report for your organization.

1. Firstly, as you plan ... write a statem
of your purpose(s). A good purpose statement must m
three things clear:

(a) The organizational problem or conflict

(b) The specific technical questions which mus
answered to solve the problem.

(c) The rhetorical purpose (to explain,
recommend, to request, to propose) of
report.

2. Consider the motif of writing the report. What motiv
you to write the report. Also consider the backgroun
the environment against which you are preparing the rep

3. Know your reader(s). Most sets of data can be organ
in several logical ways. Choose the way that makes y
information easiest for the reader to understanding and
it.

4. Look for background material from various sources
primary & secondary) also carry out specific analyt
research to collect data for the report.

5. Arrange the material in logical progression, log
patterns help the reader know what to expect and t
speed reading. They also may make your ideas themsel
logical – work out the heading and sub-heading: along
line consider the way the document will be used report
rarely read straight through from start to finish. The head
and sub-headings are designed to make it easy for read
to find the sections that interest them and to understan

hat they read.

Write out the first draft; study the draft critically; review d revise it.

Ask another person to edit the draft.

Make the final corrections and additions. Then send e report for printing. After this the report is ready.

GENERAL CHARACTERISTCS OF REPORT

A good report must be logically organized, the reader must be able to see the various sections easily.

A report must be clear and accurate. It must not be ambigiuos or confusing.

Report must be factual. The presentation must be based on facts and not on opinion or emotion.

It must be very objective; it must not be biased.

The report must cover the specified area adequately. It must be capable of offering solution recommendations to the problem investigated.

The report must also be real and convincing.

The language of report must be coincise and accurate; note report is a form of official writing. The presentation must be straight forward.. The language must be explicit. Sentences must be carefully chosen. In all the language must be tailored to fit the reader's limited ime.

EXERCISES

1. (a) How would you conduct a meeting as the chairperson?
   (b) What are virtues of meeting in an organization.
2. Discuss how the management can employ meeting to resolve issues in an organization.
3. Identify and discuss how you will prepare for an oral interview.
4. What are the steps in developing formal oral composition.
5. As the personal manager of LAI Investment Company, use a memo to tell employees about a new fringe benefit starting from the following month your company will offer company – sponsored day care for children of employees. The day care will be located in a building ½ kilometer from the companys office. The facilities include large play ground and cafeteria.
6. You are a member of a joint business-government commission charged with recommending ways to reduce unemployment in your city. Write a report documenting the incidence of unemployment in your city. How many people are unemployed? How long on average, are they out of work? Why can't they find jobs? Try to get memo graphic data on age, sex and education part of your recommendation to the

government should be the type of education or training needed to prepare students to enter the job market in your city.

7. FOLI Communication Limited has reduced the access changes for long distance phone rates. The reduction is the same for all carriers, but you want to write a letter to your customers telling them about the reduction to build good will for your company. You cannot tell them exactly how much rates will be reduced since the formular is complex and the exact cut will vary from customer to customer, but the change will show up on their next month's phone bill. Write the tactiful letter.

CHAPTER FIVE

NON – VERBAL COMMUNICATION IN ORGANIZATIONS

OBJECTIVES

At the end of this chapter, you should be able to:

(i) Define Nonverbal communication.
(ii) Identify types of nonverbal communication
(iii) State the benefits of non-verbal communication
(iv) Identify Visual Aids.
(v) Specify the types of Visual Aids

NATURE OF NONVERBAL COMMUNICATION

Nonverbal communication is a universal language, it is a type of communication use without word, it permeate all cultures, though usage and meaning might varies from one culture to another culture. The idea is that many people communicate through this signal. Most of the times the non-verbal communication is meant to reinforce verbal communication.

In organisation, non-verbal communication is an important tool for exchanging ideas and sending messages. It takes place all the time, the smiles in the face of a manager and supervisor, frowns, position of sit at a meeting, the size of an office, how long someone keeps a visitor waiting; some of these can connote friend liness or distance, power and status etc.

In fact face – to – face communication offers multiple non-verbal cues.

TYPES OF NON- VERBAL COMMUNICATION

Because of the universality of non-verbal communication, there are many of them and the meaning differ from one culture to the other. However, it is possible to identify some of the major ones. These include.

1. Body Language
2. Voice Qualities
3. Space pace/Distance
4. Time/Paralanguage
5. Clothing, Colours

1. BODY LANGUAGE

The body language is non-verbal communication that takes place every time in all human institutions most of the times it complements the verbal (words) communication; as a communicator you will need to use this effectly to put across your message to other people in the organization. These include 'i' Posture 'ii' Movement, 'iii' Gestures, 'iv' Facial expression, 'v' Positioning, 'vi' Physical contact.

MOVEMENT

Body movement is one of the important non-verbal communication people can read a lot of meanings to body movement of a person in an environment or organisation

Finger drumming, (c) leisurely strolling, (d) manager might be adopting closed body position as a defensive mechanism these include leaning back, sometimes with both hands behind the head, arms and legs crossed or closed together or hands in pockets.

GESTURES

Gestures is body language that many people depend on when the verbal language fails. Gestures include (a) Pointing Fingers (b) thumbs up' sign, (c) Shakes of the head to signify 'no or yes', (d) Emphasizing focus, (e) Gesture to signify congratulations or disagreement.

It should be noted that are cultural difference in gesture, this may at times contribute to misinterpretation or misevaluation e.g. gestures in Africa may have different meaning(s) America.

FACIAL EXPRESSION

The human face is capable of conveying a wide range of expression and emotion. A major facial expression is smile others include frowns, narrowed eyes transmitting friendliness anger or disbelief. A supervisor or a manager that always smiles to the subordinate is likely to get their supports and cooperation. Such a manager is likely to be respected more than those who frown and distant themselves from the employees.

POSITIONING

Positioning can be described as the space or distance someone wants between him/her and other people in ordinary; non-intimate inter changes. So positioning include (a) Keep a respectful distance, (b) Looking over someone's shoulder, (c) Sitting close, (d) Transmitting awareness of differing status, a close working relationship or relaxed mutual trust.

POSTURES

The way people arrange their bodies as they stand or sit may be extremely communicative. Posture is a type of body movement. It includes standing straight and erect longing sitting hunched up, leaning forward, spreading oneself in a chair, this can transmit alertness and care self confidence (or over confidence) nervousness or ease. Posture sometimes can explain the psychological background of a person. A confident or dependent character can be identified though his posture.

PHYSICAL CONTACT

Physical contacts include (a) Shaking hands (b) Prodding with forefinger (c) Clapping on the back transmitting greetings.

Scholars found out that physical contact can be interpreted as power. More powerful people touch less powerful people when the toucher had higher status than the recipient both men and women liked being touched.

However, physical contact has different meaning in different societies for instance in North America Opposite-sex couples can hold hands or walk arm-in-arm in public but in Arabic world such as Iran, even hand shakes between men and women are seen as improper.

VOICE QUALITIES

Voice qualities sometimes convey meaning within an organization the employees give various interpretations to the voice qualities of their superiors. Voice qualities include (a) Tone of voice (b) Pitch (c) Volume

Tone of voice refers to the rising or falling inflection that tells you whether a group of words is a question or a statement whether the speaker is in certain or confident whether a statement is sincere or sarcastic etc.

Pitch this deals with level of the voice. So pitch can be high or low. Low-pitched voice are usually perceived as being more authoritative, sexier and more pleasant to listen to than higher pitched voices. High pitch is used when the speaker is angry or excited.

Volume is very related to pitch. It is a measure of loudness or softness.

Some soft voices especially if they are also high pitched give the impression of youth and inexperience.

A manager or supervisor who do a lot of speaking in a noisy factory needs to practice projecting their voices so they can increase their volume without shouting.

SPACE/DISTANCE

The distance that a person or a group of person keep be an effective verbal communication for instance, it is ormal thing to se a person keeping a very close chment to love ones and family member. The same on can keep an appreciative distance from his enemy meone he does not trust a junior clerk can keep a safe nce from the managing Director of an organization use the two of them are not in the same category or Likewise people at the supervisory level are likely to a safe distance from the members management board. ossible for a particular manager to create some sort of ce around himself thus colleagues and subordinates d it difficult to reach him.

part from the distance in the organization people also distance from one another as result of social class. an be in the area of wealth, education, family ound or religion.

PARALANGUAGE

ralanguage is another form of non-verbal nication. In this form the pitch of the voice is involved production is not a distinct language. These include ation which signify emotion such as Halo Whaol etc. The paralanguage can also include moaning g yawning whispering and signing. They all make ant sense during communication. And it is possible

for people within the organization to read meaning to anyone of them as they are used either with oral communication or in isolation.

CLOTHING AND COLOUR

Clothing can also be a non-verbal communication. Various professional wear different Dresses that signify their profession. For instance the medical doctor, policeman/woman, have their uniforms. The Engineers wear their lab coats. Likewise students of various secondary and primary school pupils have appropriate uniforms for their school. Bankers and professional managers dress corporately. (i.e. put on complete suit and tie to match).

Colours also have various meanings in various cultures. In America for instance, mourners wear black to funerals, while brides wear white in their wedding day. In Africa, Nigeria in particular, mourners also wear blacks also in Nigeria, colour red signifies danger. So if an employee keep putting on red-on red every time, people might read meaning to his clothing.

BENEFITS OF NON-VERBAL COMMUNICATION

1. Non-verbal communication complements oral communication. In several cases the communicators always employ non-verbal cues during oral presentations to drive home their messages to the receive or the audience.
2. It makes oral communication to be explicit.

face – to – face presentation the visual communication will help the communicator to present his message in convincing manner. Thus the message will be clearer and meaningful to the receiver.

3. The non-verbal communication at times comes to the rescue where language fails. For instance during an explanation, the communicator might be short of words to express himself quickly, he uses non-verbal cue such as gesture or movement to complete the message.

This form of communication can be exiting. It at times amuse the audience especially the use of gestures, postures nd voice. Some people gesticulate whenever they are xplaining or discussing issue(s) this can be amusing owever this must not be over used, so that it will not create nnecessary distraction during oral presentation, in a face o – face situation.

Some non-verbal communication signals have iversal meanings e.g. shaking of hand to greet and as a n of congratulation. Thus people can use it when they e not in their own environment. People with various ltural background will be able to understand the meaning. other example is the use of gesture and distance:

Non-verbal communication when used in a face-to- e conversation is also factual. Likewise a receiver can e the non-verbal cue as a response as soon as the ssage gets to him or her.

Visual aids can be described as another form of no verbal communication. It can be used to clarify or presentation. Larinon (1989) defined visual aid as a pictorial representation used to clarify a discussion. T common visual aids are (1) Tables and (2) Figures.

TABLES

Tables are displays of data that can be numerical (in table 1:1)

Table 1:1 Selected Protein Sources Classified Descending Order

SOURCE	PROTEIN
Brewer's yeast	38.8
Soyabeans	38.0
Groundnut	25.6
Cotton seed	20.2
Sunflower	12.6
Whole egg	12.4
Coconut	6.6
Cow Milk (whole)	3.5
Potato	2.0

Source: Adapted from Johnson & Peterson (197 Encyclopedia of food Technology.

A table can be simple as table 1:1 or it can be complex Table 1:2

Table 1.2 Anatos Employees Hospital Benefit Paid 1987 - 89

	1987	1988	1989	% of Increase 1987 – 1989
Total claim processed	N15,078	N19,267	N21,823	
Claims processed per day (average)	60.1	76.5	86.3	13.3
Total Hospital day paid	-	10.702	9,368.5	-12.5
For members	-	4,308	3,803.5	-
For dependents	-	6,394	5,565	-
Expenses under executives Medical plan	-	N86,957.43	N82,761.94	

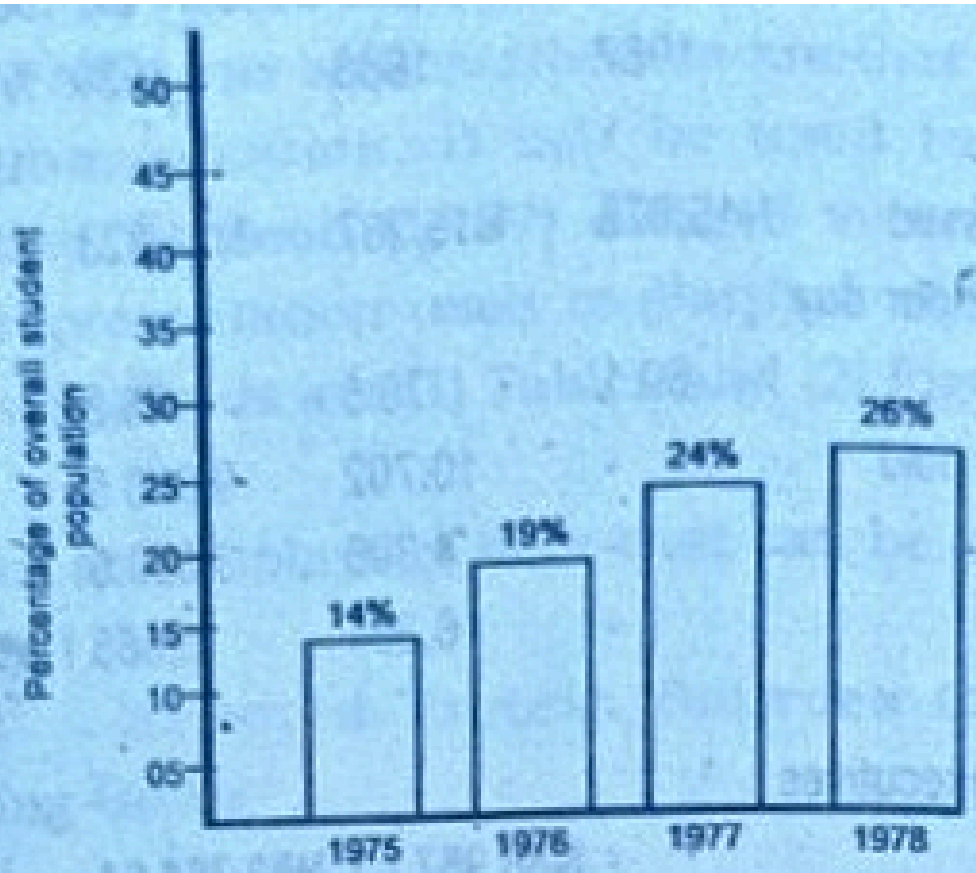
FIGURES

The visual aid that is not a table can be classified as a figure. Figures include

(a) Graphs
(b) Charts
(c) Diagrams
(d) Photographs

GRAPHS

A graph is made by plotting a set of points of a coordinate system. It provides a picture of the relationship between two variables and is used for a comparison, a change over time, or a trend. We can have bar graphs, multiple bar graph, line graphs.



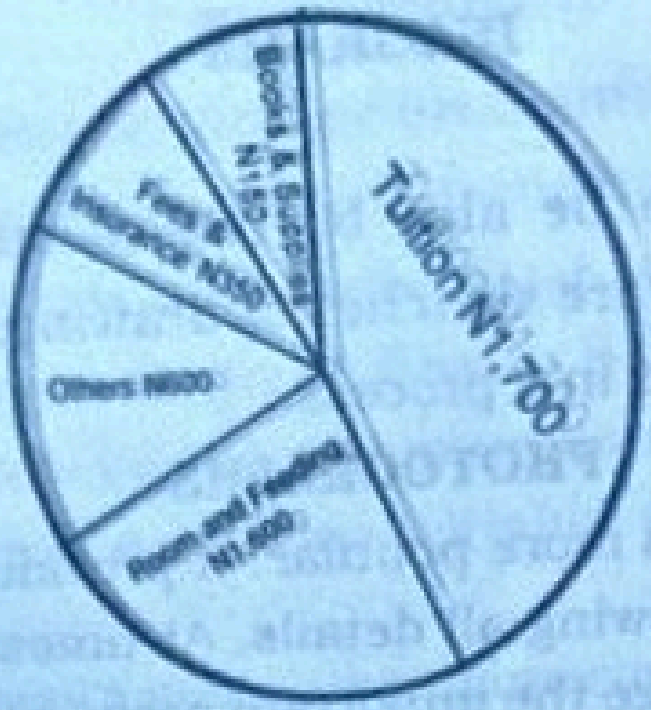
A BAR GRAPH

FIGURE 1:1 *Percentage of students graduating with upper credit at Raloph Polytechnic 1975 –78*

CHARTS

The term chart and graph are some times used interchangeably. A chart can be described as a figure that illustrates relationships (quantitative or cause-effect) but is not plotted on a coordinate system. The most common types of charts in the organization are the organizational chart, pie chart and the flow chart.

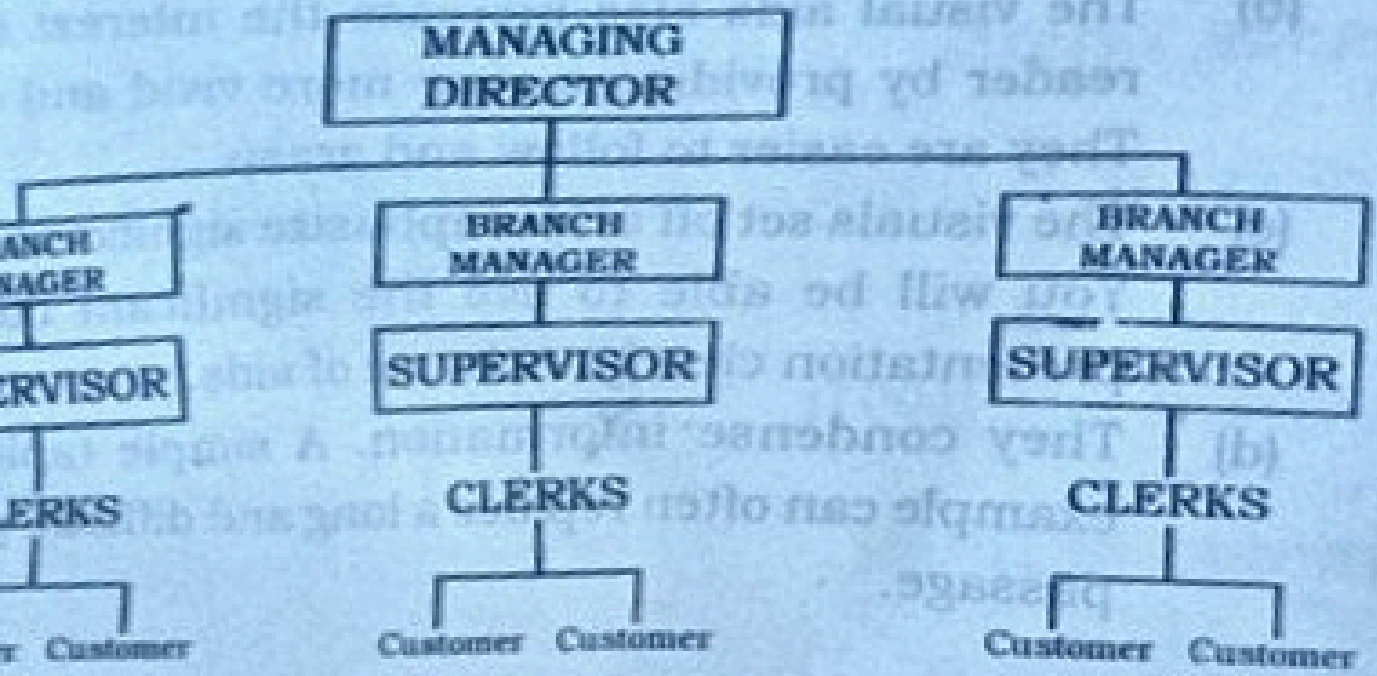
FIG 1:2 Yearly Cost Breakdown For Attending Rossoca University
(Total cost = N4400 year)



AN EXAMPLE OF A PIE CHART

ORGANIZATIONS CHARTS

An organization chart partitions the administrative ons of an organization. It ranks each member in order hority and responsibility as that member relates to members and departments.



1:3 – AN ORGANIZATION CHART OF ROSSCONO TECHNIC

DIAGRAMS

Diagrams can be also be use to supplement oral presentation. They are sketches or drawings of the parts of an item or the steps in a process.

PHOTOGRAPHS

Photographs is more popular. It provides an accurate overall view by showing all details. At times a photograph can fail to emphasize the important areas within the visual field.

IMPORTANT OF VISUAL AIDS

(a) Visual aids attract attention and increase the understanding of the receiver or audience during a presentation.

(b) The visual aids also increase the interest of the reader by providing a view more vivid and clear. They are easier to follow and grasp.

(c) The visuals set off and emphasize significant data. You will be able to see the significant data of presentation clearly with use of aids.

(d) They condense information. A simple table for example can often replace a long and difficult prose passage.

EXERCISE

How can you use gesture to communicate with people whose language you do not understand

Explain how you will use visual aids to present your materials to a target audience.

Define Non-Verbal Communication. What are the criteria that determine whether a message is non-verbal

Discuss how a manager can improve his interpersonal relationship with the use of appropriate non-verbal cues.

Select any two visual aid that you will use to present your message to the board of Directors of your company.

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THE BOOK

Communication in organisation focuses on the relevance of human communication and interaction in every organisation. Communication is the most vital integredient in an organisation, without it there would be no organisation.

The book is written to bridge the gap between theory and practice in business/organistion communication. The various models of communication treated explain the various practices in the fields. The publication will be very useful to students, researchers and practitioners in second language situation like Nigeria.

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Oladele Jiboku, holds a bachelor degree B.A (Educ.) English of (O.O.U.) M.Ed English Education and Ph.D Applied English Linguistics University of Ibadan. He has taught Use of English and Communication Skill Courses at Polytechnic and University levels for years. As an applied linguist, he has researched into the problems of using and teaching English Language in Nigeria.

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