ROHINI
COLLEGE OF ENGINEERING & TECHNOLOGY
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COMMUNICATION AND INFORMATION

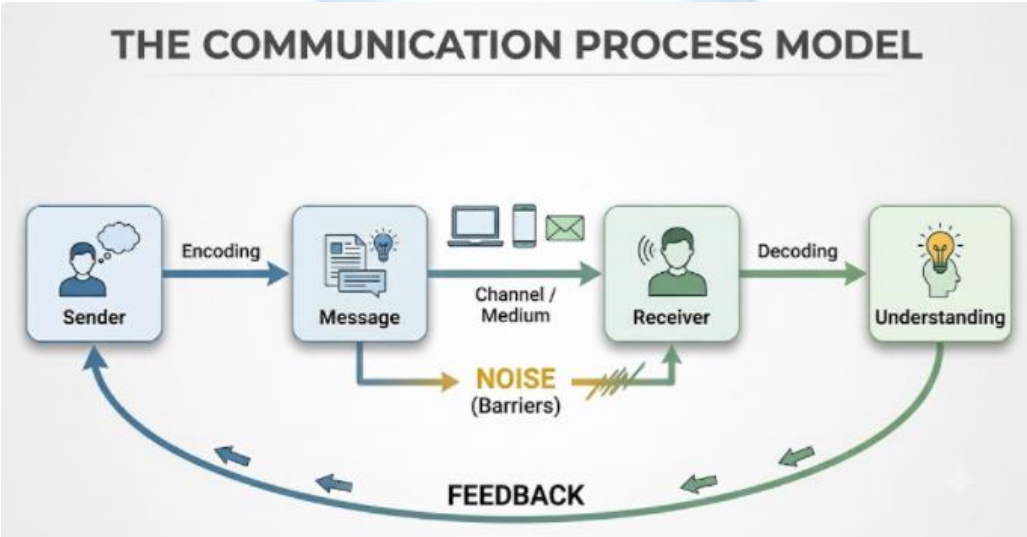
1. INTRODUCTION TO MANAGERIAL COMMUNICATION

Definition: Communication in management is the systematic process of passing information, ideas, instructions, and feedback from one person or group to another to achieve organizational objectives.

Role in Directing & Controlling: Communication serves as the lifeblood of an organization. It connects the core managerial functions—Planning, Organizing, Staffing, Directing, and Controlling. Without effective communication, managerial decisions cannot be converted into coordinated action.

2. THE COMMUNICATION PROCESS MODEL

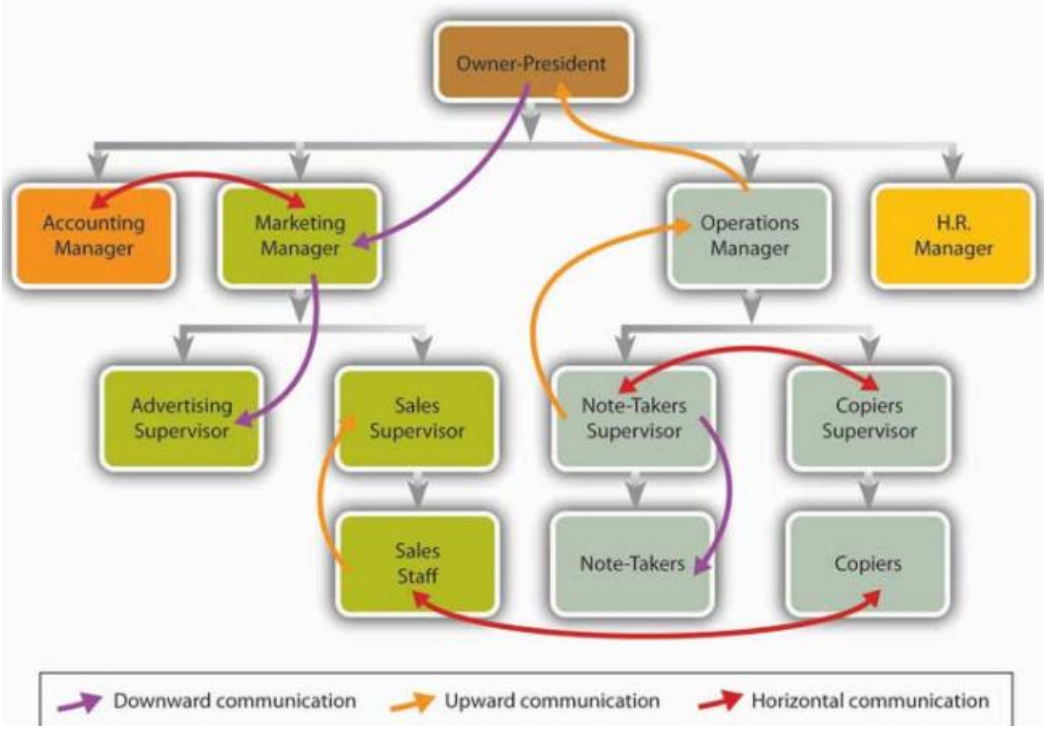
The communication process is a two-way flow consisting of seven essential components:



1. **Sender:** The source who initiates the message.
2. **Encoding:** Translating thoughts or ideas into symbolic form (words, symbols, images).
3. **Message:** The actual physical product or information encoded by the sender.
4. **Channel / Medium:** The formal or informal path through which the message travels (e.g., email, report, meeting).
5. **Receiver:** The individual or group for whom the message is intended.
6. **Decoding:** The receiver's interpretation and understanding of the encoded symbols.
7. **Feedback:** The receiver's response returned to the sender, validating whether the message was understood as intended.
8. **Noise:** Any disturbance or barrier that distorts or interferes with message delivery at any stage.

3. CHANNELS AND DIRECTIONS OF ORGANIZATIONAL COMMUNICATION

Organizational communication flows through multiple structural pathways:



Downward Communication: Information flows from top management to lower-level subordinates (e.g., policies, directives, goals).

1. **Upward Communication:** Information flows from subordinates to superiors (e.g., feedback, performance reports, grievances, suggestions).
2. **Horizontal / Lateral Communication:** Exchange of information between employees or managers at the same hierarchical level (e.g., inter-departmental coordination).
3. **Diagonal Communication:** Cross-functional communication between employees of different departments and different levels of authority, bypassing standard scalar chains.
4. **Grapevine (Informal Communication):** Unofficial, informal channels driven by social interactions among employees.

4. THE 7 Cs OF EFFECTIVE MANAGERIAL COMMUNICATION

To ensure messages are conveyed efficiently without distortion, managers adhere to the **7 Cs Framework**:

Principle	Description / Managerial Focus
1. Clarity	Message should be clear and easily understood, avoiding jargon or ambiguity.
2. Conciseness	Information must be brief and to the point without redundant details.
3. Concreteness	Communication should rely on specific facts, figures, and tangible data rather than vague statements.
4. Correctness	Ensure factual accuracy, proper language, and correct grammar to preserve credibility.

Principle	Description / Managerial Focus
5. Coherence	Thoughts must flow logically and structure ideas systematically.
6. Completeness	Provide all necessary information required for the receiver to take appropriate action.
7. Courtesy	Show respect, empathy, and consideration towards the recipient's perspective.

5. BARRIERS TO EFFECTIVE COMMUNICATION

Communication breakdowns occur due to various organizational and psychological noise factors:

1. **Filtering & Perception Barriers:** Senders intentionally manipulate information to look favorable, or receivers selectively listen based on personal biases.
2. **Semantic / Language Barriers:** Misinterpretation of specialized jargon, technical terms, or ambiguous words.
3. **Organizational Structural Barriers:** Excessive management layers, rigid reporting lines, or strict rules that slow down or distort messages.
4. **Psychological & Emotional Barriers:** Stress, distrust, defensiveness, or lack of attention affecting comprehension.
5. **Information Overload:** When the volume of incoming data exceeds a manager's processing capacity.

6. ROLE OF INFORMATION TECHNOLOGY (IT) IN MANAGERIAL COMMUNICATION

Information Technology has transformed managerial communication from slow, paper-based operations to instantaneous, data-driven systems.

A. Core IT Tools in Modern Management

- **Enterprise Resource Planning (ERP):** Systems (e.g., SAP, Oracle) that integrate functional communication across HR, Finance, Supply Chain, and Manufacturing.
- **Management Information Systems (MIS):** Converts raw transactional data into structured reports, aiding strategic decision-making.
- **Collaboration & Unified Communication Platforms:** Real-time communication channels (e.g., Microsoft Teams, Slack, Zoom, Cloud Document Management) enabling remote collaboration.
- **Decision Support Systems (DSS):** Interactive IT tools providing real-time analytics for complex managerial problem-solving.

B. Impact of IT on Managerial Communication & Operations

1. **Speed & Efficiency:** Instant distribution of directives, eliminating delays associated with physical paperwork.
2. **Enhanced Decision-Making:** Access to real-time database queries allows evidence-based decisions rather than intuition-based choices.
3. **Global Reach & Remote Work:** Enables virtual teams and cross-border operations through continuous connectivity.
4. **Cost & Overhead Reduction:** Lowers administrative costs and paper usage through automated workflows.
5. **Knowledge Management:** Centralized knowledge repositories ensure intellectual assets are preserved and shared across the enterprise.

7. IT-RELATED CHALLENGES IN MANAGEMENT

While IT enhances communication, managers must navigate several technology-driven risks:

1. **Cybersecurity & Data Privacy:** Protection of sensitive organizational and employee data against breaches.
2. **Loss of Personal / Face-to-Face Contact:** Over-reliance on electronic messaging can diminish non-verbal cues and interpersonal trust.
3. **Technostress & Information Overload:** Constant notifications and data fatigue leading to decreased employee productivity and burnout.
4. **High Implementation Costs:** Continuous capital investments required for software licenses, system maintenance, and cybersecurity infrastructure.