



**COMMUNICATION AND COLLABORATION IN
SCHOOL S.A. COMPANY
(Department: Issues & Competition)**

By

Tzanakaki Eleftheria

**A THESIS REPORT
Presented to the Project Management Program in the
School of Management of
City University of Seattle
In Partial Fulfillment of the Requirements
For the Degree of
MASTER OF SCIENCE OF PROJECT MANAGEMENT**



June/2010



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This Master Thesis was elaborated in the frame of the collaboration of the City University of Seattle and the Graduate Technological Education Institute (T.E.I.) of Piraeus to fully implement at TEI of Piraeus Campus the CU's MS in Project Management Program approved by the Hellenic Ministry of National Education and Religion Affairs as by decision E5/58291 published in the Hellenic Government Gazette (FEK) B/924/5- July-2005.



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Tzanakaki Eleftheria was born in 1975 in Piraeus. She was studied in technological educational institute T.E.I. Piraeus as a mechanical engineer. It was a business that she liked. Now she is working in School S.A. organization as a mechanical engineer in the department Competition and Issues.

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1.Communication and collaboration

1.1 Introduction

Organizational behavior is very important in our days. It has to be with the study of employees behavior in an organization or a company. It includes the description –the explanation – the interpretation – the prediction and the control of human behavior.

Also, the factors that influence the performance of people in a workplace. The organizational behavior can be improved, in order to change or improve the operation and the effectiveness of an organization or a partnership and the departments of its.

In this study, there is an introduction to matters pertaining to the behavior of people of an organization or of departments of its. The organizations, as and their departments- behave as they behave, because they consist of especially people with especially characteristics (for example modulus, organization, targets and others).

The behavior has to be with:

- The same person (needs, targets, values, sense)
- The environment (family, team members, standing and others)
- And with the specific environment of the organization (targets of the company, structure, roles and others)

Every person has their own features, values, positions, awakes and personality. As a point of impulsion of every person in an organization or in a specific department of a company there are his/her needs and motivations.

So, according to the matters of motivation employees are divided to teams, accordingly to the targets that promotes. They conflict certainly in interpersonal or

groups level. So there are set up organizational channels, activities and relations, and continual interactions between all the employees. The most important of them are:

- The communication, in personal or team level, consist determinative process for the effectiveness of the actions of all the employees. The nature of communication and the obstacles which rises for effectual communication and how these are being overcome, and also the strategy and communication system which every organization has to develop.
- Many of people and teams can influence considerably others because they know how to use power and authority or their own personal power, and this because they know how to develop politic procedures (appropriate movements) for succeed their targets.
- The organizations or companies today are operating to an environment which is changing continually with fast rhythms and their effectiveness and their viability depends on their satisfaction to fulfill to the demands of the environment.
- Very important too, is the theory of understanding the interpersonal relationships. This theory provides a case in order to understand a person him or herself and the others in order to develop mutual creative and decent relationships. This theory will be described, with an basic tool a questionnaire – record, which helps people to appreciate the strong and weak points, their relationships with the others. Also a model of communication and development of interpersonal and teamwork relationship is represented, which is known as “ Johari Window”.

1.2 Theory of interpersonal relationships

Theory of understanding interpersonal relationships (relationship awareness theory) provides a border for understanding someone himself/ herself and others, towards the interpersonal relationships to become mutual creative and satisfied or in some cases it doesn't occur this – then the negative consequences to the incorruptibility of human personality to be reduced. This understanding helps a person to control stress and conflicts in his/her personal life, and still to learn to interact more effectively to others.

Elias H. Porter (psychologist and searcher) developed a basic examination paper – tool of record and development of powerful points of a man personality (strength deployment inventory) and also all the relative tools (with pencil and a paper) for the implementation of this theory and he training of people to this theory.

The most theories for human behavior, which today they are used on working place and especially to organizations, based on restrictive meaning that if someone remarks and writes down an important plexus of human behaviors, then he/she can foresee the behavior of a person in all the conditions on the work place. Contrarily, the theory of understanding interpersonal relationships based on the meaning, that all the behavior of person is intentional and the behaviors which a person demonstrates are the tools or the “means” for go far to desirable targets. That the aim which is behind every behavior choice, is important and not the plexus of behavior which characterize every person.

a.Positions or axioms of this theory

The first axiom of this theory is the behaviors which a person demonstrates, they don't respond to impulses or reccurents because of positive impulses, like B. F. Skinner advocate, but they comes intentional objectives of a person to satisfy some specific needs, and yet these behaviors based on hypothesis how these satisfactions can be succeed.

The second position is that they are exist two at least different circumstances which influence the behaviors which a person holds up. The first position is when a person is free to aim his targets and his anxieties, but the second is when a person face a reaction, conflict to this anxiety. To first position the person is predictable equal (that we know his behavior), but in second position we don't know or forecast his behavior.

The third axiom based ob Fromm theory: a personal faintness it is not something more or less than a powerful point of personality "hang heavy".

A person operates by a personal "faintness" when he behaves so to reduce the possibility the interpersonal reaction to be mutual creative and satisfied. For example, to be somebody careful or suspicious is a faintness.

a. Basic significations of the theory

The most of the modern theories develop a border for human behavior as the following:

1. Considered the human behavior, for a temporal time, for determining a characteristic complex of behavior.
2. These characteristic complexes or styles of relationships are categorized in a relationship typology.

3. The behavior of a person, to new conditions or circumstances, anticipated that the behavior is linear, by the meaning that it can be or persisted essentially consistent with the previous behavior (which it was presented in past).

In every case this understanding drives to become questions like: “what an introvert does in this case?” or “how an extrovert behaves in this condition?” Because that the theory of understanding of interpersonal behaviors is a theory which explains the why of human reaction and behavior, to the base “what purpose or goal have a person or what instigate a person (when he/she interacts with other individuals) see the behavior: (a) as a tool which people use for taking something what they want and (b) see recurrent behaviors (style of behavior) as casual customs which are holded in store or they are remodeled or threw away to the point which help to the achievement of an intended aim.

Accordingly the questions which they must be answered according to Carl Rogers and Elias H. Porter Theory, are in type: “What a person want? What motivate him? Does the condition demand a different behavior, if an aim has to be got through?

The model of behavior which the theory of understanding of interpersonal relations proposes is:

Incitative forces→person character→behavior

The basic meanings which are used to the specific theory for determination of relations types which a person developed or a person wants to have to his reactions with another person , are the following:

- Style of relationships: the manner which a man pertains with the others, for succeed his aim or satisfy his needs.
- Basic system of values: the values which someone has when he judges his targets as good (personal value feeling) or bad (negative feeling for himself)
- Preferable style of relationships: the manner of relationships which want somebody very much to develop, for feeling good.
- “Loan” style of relationships: the manner which somebody develops relationships, not because he likes it, but he/she believes this manner helps him to succeed his aim.
- Not desirable style of relationships (mask): adopt a relationship manner which accommodates his target, but he doesn’t like it because he doesn’t develop really relations.

To theory of understanding the interpersonal relationships the anticipations for the behavior, they are not based on complexes of behavior, which they are characterized the person, but they are based on characteristic motivations of a person. So they can define “preferred styles of relationships” “loaned styles of relations” and “styles of relations of mask” as three especial styles of behavior, which all can be predicted if it is known what is motivation, what are the motives of a person, and when we know what is that which motivate a person for develop or stop a specific relation of reaction with other people. So, whereas other hypothetical examples stop only to their description “where someone is” or “what behavior he shows”, this theory provide to the person the knowledge to detect by himself what is the basic system of his values,

what he exactly needs, or what guide him for appreciate his rewards or “the punishments” which come along from the different types of relations which he develops: (a) on the workplace during his work execution, pretence of a position – promotion (b) his not for work activities (c) to schedules of his leave from his operative action (d) to selection of his colleagues, to selection of job etc.

1.2.1 Examination paper of record and development of powerful points of a person (or examination paper of record of the basic system of motivation of a person – S.D.I. (Strength Deployment Inventory))

(a) Generally

The basic tool of theory of understanding interpersonal relationships is an examination paper – record which helps people to estimate their powerful points on their relationships with the other, from two circumstances – conditions:

- When all go well, and
- When things go bad and an individual face the opposite, reaction or be in conflict.

This examination paper (S.D.I), which it is easy to be completed, describe basic incitative forces of a person. It is based on three dimensions – basic types of character, which from them come along seven styles of individual motivation. S.D.I doesn't standardize the human behavior but takes account of, the different every time, behavior which someone shows for succeed his targets. It doesn't propose an “ideal profile” for measure somebody himself – so we can say that it is a test. It is a tool of diagnosis and record of somebody's preferences. The basic characters – types

according to motivational forces which a person record when he/she describes his behavior, filling the paper are the following:

Table: Basic characters – types of people

Self –forgetful	
1. Basic system of values	Interested on protect, development and well being of others
2. Preferable style of relations	To be open minded and to fulfil to other needs. Search for methods for help, to make like of other people easy.
3. Not preferable style of relationships	He must say to others what to do, to fight with them for doing something they don't want to do. He must ignore others anxieties, to work alone or to decide how he can protect or promote his benefits.
Analytical – independent	
1. Basic system of values	Interested for assure that things have well be analyzed – or studied in order to be followed an array or a program.
2. Preferable style of relations	To be objective and to control his feelings. To be careful, rightful and with values, to remain to his beliefs. To think before doing something. To be judge –

	adjudicator of himself.
3. Not preferable style of relationships	To be depended on the others for doing something, to live with the emotional behavior of the others. To decide hurry, to begin work for finish it the others. “to must play to a lost game”.
Aggressive – managerial	
1. Basic system of values	Interested for complete a project, for all the factors (people – money – time – materials etc) which are contributed and needed for the final target.
2. Preferable style of relations	To press for authority, accountability and leadership. To practice persuasion, to “see” every chance, to demand the right to rewards (every benefit). To press for immediate action, to call the others, to take risk.
3. Not preferable style of relationships	To must help and advise the others for something, without leadership or accountability for making things to happen.
Flexible – collective	

1. Basic system of values	Interested for team welfare, for team members and for the participation in the team.
2. Preferable style of relations	<p>To be worry for what other think and feel. To be “open- minded” and available to be adopted and change. To be experiment for how he acts. To be proud for being a member of a team.</p> <p>He likes to know much for people and to be known to many people. To be identified by many people as flexible.</p>
3. Not preferable style of relationships	To keep a relationship for adequate time, which obligates him to be not flexible when it needs.

Table: Combinations of character and their values system

Supported (Red and Black)
Basic system of values: To fight and to gain for gracefulness of the others.
Strategic (Red and Grey)
Basic system of values: To win through difficulties in limits of rules
Advisory (Black and Grey)

Basic system of values: To use his mind for helping the others

(a) Filling the examination paper

The examination paper – record consists of ten (10) questions. Every question – record begins with a deficient sentence, which is followed from three (3) different scenarios which complete notional the sentence. Someone who complete the exam paper has ten (10) grades from 1 to 10, which he has to divide to three different scenarios, for showing how much a specific scenario match him or describe him more. Apparently some of these scenarios match him more than others. The ten (10) marks must be divided necessarily to every question, between three (3) alternative proposals. It can be possible, of course, someone who complete the paper to grade with zero (0) one or two from the alternative versions, but the totalization horizontally must be always (for every question – record) to be ten (10).

(b) Placement of score (grade)

The grade, which come along, totalize vertically every column of the three scenarios (versions) for the ten (10) questions, placed on the specific triangle, beginning from the apex of the triangle. Every apex of the triangle have a different colour.

Every colour has its analogy as following:

- Grey (analytical – independent – gree)

Represented on the third column of the paper (totalization of the third version)

- Red (aggressive – managerial)

It is represented on the second column of the exam paper (totalization of second version)

- Black (self – forgetful)

Represented on the first column of the exam paper (totalization of the first version)

The area which the three colours “meet” remarks with a cycle to the triangle, and correspond to individuals who have to analogical degree elements from three basic types of characters. That they are people who be characterized as aggregate and flexible to their relations with others.

The score of the three columns placed at once, as a point, on the triangle on the point where the three lines (one line for every column – grey, red and black) are crossed. This point shows the motivation or the basic character of a person.

This methodology follows for the filling of two (2) examination papers (for normal conditions and for conflict conditions).

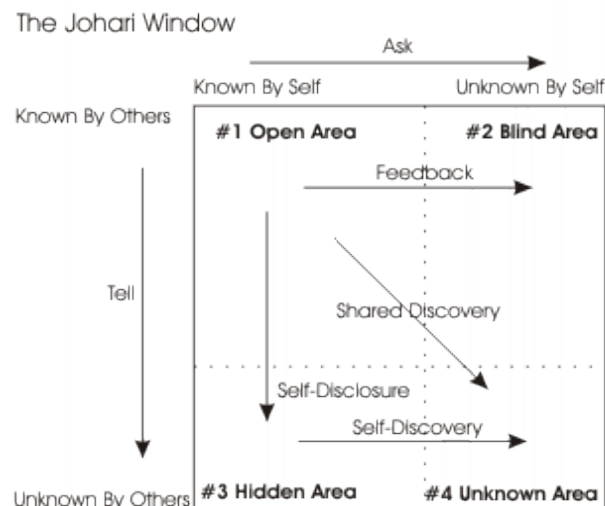
1.2.2 Window “Johari”

The behavior that shows each person has it makes also with what someone knows for the other, on one side, but also what knows for himself (eg which are his needs, his wishes, his aim, his possible and impossible points, the repercussions of usual behavior above the others etc).

If therefore somebody wants to create – develop and maintain a satisfactory relation in labour but also in the social space, he is supposed to possess more information for himself, which he makes them acquaintances and to the others. And still to know with regard to others, what they know for him and what no.

The I. Luft and h. Ingham developed a model of communication and growth interpersonal and team relations acquaintance as window “Johari” – from combination of the names (I) oseph and (Harry) –that is supported in what an individual knows for himself and what the others know for this.

The Johari Window model consists of a foursquare grid (think of taking a piece of paper and dividing it into four parts by drawing one line down the middle of the paper from top to bottom, and another line through the middle of the paper from side-to-side). This is shown in the diagram below:



Using the Johari model, each person is represented by their own four-quadrant, or four-pane, window. Each of these contains and represents personal information – feelings, motivation – about the person, and shows whether the information is known or not known by themselves or other people.

Window Johari determines four types of information for the individual, that influence the way (style) of communication with the others. With the help of this model somebody can investigate the possibilities in order to develop the levels of his knowledge for the others and his acceptance from the others, when he communicates

with them. In other words, as long as more time and energy expend somebody in order to hide information and sentiments so much least well he communicates with the others. If it is supposed that all the model represents somebody, thus as he is related with the others and with base possession or no information for himself and for the others, then they take shape four still windows, that are characterized or named as open region, blind region, hidden or concealed region and unknown region.

The open region represents the public region. This department in the window Johari includes information that also the individual knows for himself but also and the others. It includes information that someone does not interest, if these information become acquaintances to others. As the relation of individual with the others individuals matures, the open region grows, reflecting the wish of first individual to be known to the others. The growth of relation includes the effort in order to grow this region. The individual that has big self-knowledge and is shared openly information and feelings with the others, will have extended region 1.

The blind region is constituted by information that the other knows for the individual but the individual does not know this. Somebodies can consider the individual incurious and wayward but the individual considers that he is open and friendly. Or the individual sees his output as mediocre while the other consider above from mediocre. The others consider that the frequent movement of individual raising his glasses to above, when he looks at them , is snobbish while the individual does not understand that he makes this gesture . As long as more the individual learns for the information in this region (what the other know) so much more easily he can change his now behavior that complicates his relations with the others.

The hidden region, contains all the information that the individual knows for himself, but the others does not know. It is constituted by all the personal feelings, the needs and the experiences that somebody wants to keep for himself. These information can concern with incidents in the life or biomes in the labour space that the individual does not want to share with others , and he does not feel no guilty that he keeps them secretively.

The unknown region is constituted by things that are unknowingly so much in the individual as to the others. After nobody cannot know perfectly themselves, this region cannot disappear never. This region represents certain talents that the individual has not discovered, motives that he has not realised that he has or certain children's recollections from his children's age that he cannot particularise them but they influence his behavior.

Some of these unknown information, that have not realised from the individual, it can they become known, so much on individual as on the others, with the help of open communication. The information again from the others help to be limited the unknown region and to be increased the open region.

The four regions in the window Johari are correlative. When it changes the size of one, is influenced the size of other three. In the beginning of relation the open region is likely to be small. For example, when someone gets work, his relation with the head and his colleagues is limited, in that the open region is very small.

As the time pass and the individual is known more with the others, interwork with them and collaborate, then the information that he possesses for the others but and the others for him increase. In the window Johari this corresponds in a big open region.

I think that Johari Window is a good model of communication, that can be used to improve understanding between individuals within a team or in a group setting. Based on disclosure, self-disclosure and feedback, the Johari Window can also be used to improve a group's relationship with other groups

Developed by Joseph Luft and Harry Ingham (the word "Johari" comes from Joseph Luft and Harry Ingham), there are two key ideas behind the tool:

1. That individuals can build trust between themselves by disclosing information about themselves; and
2. That they can learn about themselves and come to terms with personal issues with the help of feedback from others.

By explaining the idea of the Johari Window to my team as a project manager, i can help team members understand the value of self-disclosure, and gently encourage people to give and accept feedback. Done sensitively, this can help people build more-trusting relationships with one another, solve issues and work more effectively as a team.

2.Theories of human behavior¹

Motivation, management, communications, relationships - focused on yourself or others - are a lot more effective when you understand yourself, and the people you seek to motivate or manage or develop or help.

Understanding personality is also the key to unlocking elusive human qualities, for

¹ O.Jeff Harris, Jr, Managing People at Work, J.Wiley & Sons Inc., New York, 1988, page 17-36

example leadership, motivation, and empathy, whether your purpose is self-development, helping others, or any other field relating to people and how we behave. The theories of human behaviour are helpful, that underpin personality tests and personality quizzes are surprisingly easy to understand at a basic level. This section seeks to explain many of these theories and ideas. This knowledge helps to develop self-awareness and also to help others to achieve greater self-awareness and development too.

Developing understanding of personality typology, personality traits, thinking styles and learning styles theories is also a very useful way to improve your knowledge of motivation and behaviour of self and others, in the workplace and beyond.

Understanding personality types is helpful for appreciating that while people are different, everyone has a value, and special strengths and qualities, and that everyone should be treated with care and respect. The relevance of love and spirituality - especially at work - is easier to see and explain when we understand that differences in people are usually personality-based. People very rarely set out to cause upset - they just behave differently because they are different.

2.1 Freud approach of human behavior

The approximation of human behavior by Freud, which it says that the character of a person and his/her activities are defined by three factors of human being: The conscienceless, the ego and the superego. These three factors constitute the ultimate purpose of human actions. Which of these three factors came over.

2.2 Theory of omiostatic

This theory according to Ross Stagner, advocate that a person not only desires the organic balance but and the physical and social balance, and begin at the same time to succeed a stability to the natural and social environment. A person desires not only the organic but and the physical and social balance. This has as a result to minimize the consequences and the disorders in the environment, which they can cause the dumping of the balance.

2.3 Theory of Sheldon (or the theory of physical moulding)

This theory begins to connect anatomical and naturally attributes and characteristics of a person with possession etiquettes, without to gain the recognition and backing of the spread researchers and theorists.

2.4 Theory of success and break downs

The A.W.Combs and D.Snyygg developed a theory which gives emphasis to the importance of experience of success and break downs, because they believe that these experiences influence the manner of understanding every individual which by his turn determine his/her personal type of behavior.

2.5 Theory of individual enterprise

This theory consider that a person, as a component, builds up, demonstrate and adopt a behavior which specify him/her to the place where he/she move. The person according to C. Rogers, can develop a method of behavior parallel to the influences of the environment.

2.6 The theory of personal productivity

This theory has to be developed by Sutermeister, who begins to examine the productivity of a person. Sutermeister believes that the productivity is the performance per hour of work having mind of the quality. This theory tries to study a man in the workplace and the factors who play determined role in the decisions, the behavior and the performance of a person, also and the interactions, which facilitate the understanding of human behavior in the workplace.

For example, the productivity is being influenced by the technological progress and by employee's performance. The ability of an employee is a product of knowledge and skillfulness. The motivation comes about from the effects of natural circumstances, personal needs and social conditions.

3.Theories of motivation

Motivation is a basic object of study and research from old ages until today. Theories of motivation are helpful because these theories help manager to understand what motivates others. Allow managers to tailor work assignments to these needs. The modern theories of motivation, especially these which have to make with the understanding of human behavior, can be divided to two categories: Theories which have to do with the nature of motivation and theories which have to do with the process of motivation¹. Process theories emphasize how employees select behaviors to satisfy a need.

Theories of first category examine what needs people have, how these are being rated and how people are trying to satisfy them. Also, they examine what really motivate

¹ R.L.Draft, Management, 4th ed., The Dryden Press, N.Y., 1997, page 529-543

the individuals. Some of these scholars-academic who they have developed theories of this category are: A. Maslow, C. Alderfer, F. Herzberg, D. McClellan and others. Theories which have to do with the process of motivation, have to do with the variables which influence the human motivation, generally the motivation for work and these theories also have to do with how these variables pertain between them. Some of these scholars-academic who have developed theories of this category are: V. Vroom, J. Adams, L. Porter and E. Lawler III, E. Locke and B. Skinner.

3.1 A. Maslow, theory of “human needs”

Maslow theory based on the results of clinical research. He was psychologist and he developed his theory to conclusions he had from his work. His ideas for human needs it is believed that they have influenced considerably the managers, when they trying to motivate the employees. Maslow has defined five categories of factors – needs:

1. Biological needs: These are needs for food, water, sleep, dressing, relaxation etc.

They are needs that they have to do with the natural existence of human being.

2. Needs of security (or safety): They are needs which they have to do with the existence of a free - without threat environment, like: the need for work reassurance, house, disappearance of pressure, supply of relief, supply of vacation etc.

3. Social needs: This category includes needs for social contact, social relations, acceptance and friendship. People have these needs because they are members of social teams.

4. Needs of estimation (or recognition): Estimation for myself, power, authority, importance, fame etc. These needs are in a higher level than others.

5. Needs for actualization by myself: They are needs which they are psychological nature and they appear when people discover that they can do whatever they believe that they are able to do. They are needs that someone feel for maximize his power. For example a musician must play music, a teacher must teach etc.

According to Maslow people behave in accordance with what needs they want to satisfy.

3.2 C. D. Alderfer, Theory (E.R.G.) of motivation

Alderfer provides a theory which is look like Maslow theory, but it is differ to that it brings down the levels from five to three. This theory is famous as ERG (EXISTENCE – RELATEDNESS – GROWTH), which are the three levels of human needs according to this theory.

1. Needs of existence: It includes needs as biological and safety from Maslow
2. Needs of social relationships: These are the basic social needs, like Maslow theory
3. Needs of growth: Needs which have to do with the nature of people, as mental and psychological existence. It includes needs of estimation (or recognition) and needs for selfactualization.

3.3 F. Herzberg, theory of motivation factors – healthy

In 1959 Frederick Herzberg had developed his own theory of motivation, which is based on conclusions which came along to positions, against work. In reality, his theory is expansion of Maslow theory. This theory refers to factors which bring satisfaction in work. These are famous as “factors of motivation” and are the following: achievement, recognition, nature of work, responsibility, progress,

development, progress. Other factors are “factors of health” ,which named like this because they related with maintenance of a “healthy” environment without sources of displeasure. These factors are:

1. Politic and administration of the organization
2. Senior manager
3. Relations with senior
4. Work circumstances
5. Salary
6. Relations with colleagues
7. Personal life
8. Relations with subordinates
9. Social position (prestige)
10. Security

3.4 D. McClelland, theory of motivation of achievement or theory of needs

This theory based on three needs, which are the following² :

1. Need for achievement: It is the anxiety to succeed somebody something that it is difficult, to make a great success, to accomplish to sophisticated projects.
2. Need for relations: It is the anxiety to make a person personal relations, to avoid conflicts and to attach powerful friendly relations.

² R.L. Daft, Management, 1997, page 534

3. Need for power (influence): It is the anxiety to influence someone or to control others, to be responsible for others and to have leadership.

3.5 V. Vroom, theory of expectation

This theory has the following elements:

1. Expectation: A subjective point that a specific action will lead to a specific result.
2. Preference: The degree for specific results or other words, the grade of preference for a result between others.
3. Organization: It is the subjective appreciation that there are relations between results (of the organization) of the first level and second level (of employees) results.

3.6 J. Adams, theory of equality

The basic elements of this theory are different in comparison with V. Vroom theory.

They are the following:

1. Reward: It is everything which has to do with need satisfaction
2. Cost: An action, as a part of process which is demanded for succeed the intended result.
- 3.Result: It refers to rewards minus the costs.
4. Prototype of comparison: Comparison of results and selection of this result which represent a rightful exchange.

3.7 W. Porter and E. Lawler, model of expectation³

³W.Porter & E.Lawler, Managerial Attitudes and Performances, Irwin, 1968, N.Y.

The model of expectation of W. Porter and E. Lawer (Expectancy model) makes a further progress of Vroom theory, and it is according the following analogy:

Effort=Power according to Vroom

Subjective perceptivity possibility of effort – Reward = Expectation according to Vroom

Value of reward = preference, according to Vroom

3.8 E. Locke, Theory of target setting

According this theory people have specific targets, which they try to succeed, demonstrate the appropriate behavior every time. So if someone wants to influence others, for demonstrate a specific behavior (which organization desires), it is intentional to change the characteristics of the target or the same target, until it becomes more attractive to employees.

3.9 B. Skinner, theory of operational addiction⁴

The main elements of this theory is the ideas of enhancement and setting of environment. The process of this motivation according to Skinner is the following:

Stimulus→ response or reaction→ consequences→future responses or reactions

Typology of employees and theories of their motivations

⁴ (a)B.F.Skinner, Science and Human Behavior, Macmillan,1953, London

(b)B.F.Skinner, About Behaviourism, J.Cape, 1974, N.Y.

(This table refers to the majority of employees)

Typology of employees	Master ideas/opinions for productive employees	Theories for motivation, which is possible to be implemented
Motivated by himself and capable (Effectual selection)	Employees have a powerful motive for achievement in the workplace. Their main need is the need for identification their performance. They have interest for supply of analogical rewards, which satisfy this need: equal reward, interest in work, accountability and promotion	Theory of equality, participative administration, theory of motive achievement, theory of Herzberg (factors of motivation)
Motivated by himself, but generally devoid of abilities (Effectual selection)	Employees have the need to give them the chance to develop their abilities for having a better performance. Good	Education for abilities development (communication, take of decisions etc) administration by targets,

	<p>guidance and integration with education and critical evaluation. Need the employees to identify the of education (for themselves)</p>	<p>participative command</p>
<p>Capable but generally devoid of motivation (ineffective selection)</p>	<p>The employees demand their needs to be satisfied by the organization. It is demanded organizational changes, for employees movement or alterations to individual behavior</p>	<p>Human relations, theory of expectations (Vroom) Participative command, design of projects, theory of operational addiction, motivation systems</p>
<p>Generally devoid of ability and motivation (ineffective selection)</p>	<p>The employees “in system” need to be educated for maximize their abilities. If it is necessary, to change their position in order the absence of motivation to influence barely negative the organization</p>	<p>Classical theory, theory of operational addiction</p>

4. Communication

4.1 Nature, aim and process of communication¹

Communication is the process of creation, transmission, interpretation and development of messages/information. The communication can effect face to face ,like a manager says to his subordinate what he must do or to be run off written between departments, as when elements are given, or information, reports or directions for good execution or continuance of work.

Communication accommodates the following aims according to R. L. Aldag & T.M. Stearns,Management,1991² :

1. Provide information for taking decisions
2. Help to motivation
3. Help to control
4. Help to high spirit creation

These aims accommodate every time, with the appropriate type of communication: Oral communication (face to face or by phone) or written communication (notes, memo, forms, reports, letters, fax, email).

Communication as a process, begin when transmitter of the message has something to say. Communication arrives to the receiver of message, and

¹ M.Armstrong, A Handbook of Personel Management Practice, Kogan Page, N.Y., 1988, page 615-631

² R. L. Aldag & T.M. Stearns,Management,1991, page 472-498

formulate a sense for what he listens or read or see and he translates this according to the positions and the experiences and accordingly react.

The transmitter and the receivers of the message operate in a specific natural and social environment which influence logically the process of communication.

According to the reaction of the receiver to the message, the transmitter will take information for how actively the receiver react.

The elements of communication are:

1. The transmitter – sender
2. The connection
3. The receiver
4. The feedback
5. The environment

The basic problem to the communication is that the meaning which take a man can not be the same with this which is transmitted. Messages which they are not desirable put off, and others exaggerate or distort from the reality.

4.2 The importance of communication

The organizations operate through the collective activity of employees. Every individual severally is capable to take independent action, which can be agreeable to the politic or instructions of the organization where it belongs. Or it can be not report correctly, to the individuals, which they are be informed for the specific matter. Good communication takes part in the accomplishment finely moves of reaction.

Organizations underlie to the influence of the unceasing alteration, which influences the work of the people, their performance and their security. This alteration can be faced if the causes be ensured (and its consequences) so they can be made out and become acceptable.

Employees are motivated, from an economic reward system. Also the degree which they are motivated, depends on the size of the responsibility and the margins of the achievement that their position gives them, and the hope that their reward would be those they desire to be. The emotions about the work and the corresponding rewards depend on the communication with the manager, and with others departments, in the company.

The good two ways communications are appropriate because on this way the administration can have employees up to date for politics and programs which influence them.

Needful qualification for understanding and influencing these emotions and reactions is the existence of an efficient communication system.

4.2.1 The importance of communication in projects

Communication is very important in managing projects.

Statistics show that seventy percent of projects are unsuccessful. One of the factors is a poor or insufficient communication. The role and the impact of communication on each phase (initiation, execution and closedown) of a project is very important.

Face to face initial communication within the project team establish the team dynamics and learning the customer's expectations are the keys to success when starting a project.

Effective communication involves both sending and receiving the message.

Written communication is a useful technique in projects. When communicating with the customer, include attention grabbing graphs and pertinent milestones along with the usual text status and the variance reports.

Another type of communication that plays a big role during projects is the non verbal kind. The way people dress, the tone of their voice, their stance while talking all convey something significant. Be aware of a person's body language can greatly enhance somebody's own level of understanding.

During a project, communication can occur in various directions depending on who is communicating. There is upward communication to management from somebody's own organization and customer organization. Lateral communication takes place with customers and within projects teams.

Some of the reasons for communication problems during projects can be information overload, hidden agendas, power games, bias towards certain people etc.

A project manager can provide communication skills training to the team members, setting some important ground rules during the initiation phase of the project and at significant times such as the start of the meeting. Team members can have some basic rules, keep in mind, such as not jumping to conclusions, resisting the urge to interrupt and listening to others.

Other important factors that can be commonly practiced for successful communication are to expect to know more and to make listening a conscious activity.

It is very important to have personal face to face interaction.

Effective communication is important during every phase of the project life cycle. During the initiation/planning phase careful attention needs to be given to detailed project planning.

As stated in the Project Management Book of Knowledge (PMBOK) from the Project Management Institute, communication planning involves “Determining the information and communications needs of the stakeholders who needs what information, when will they need it, and how it will be given to them”.

Also the methods of communication should be utilized during the project. For example, during a project team meeting it is appropriate to have a written agenda, but to conduct the meeting verbally.

A communication plan can be developed, that can be shared with your entire set of stakeholders, including team members, management customers and vendors. The plan should detail out the type of communication that will take place during the project, who will receive the information, where the information will be stored, the schedule of communication such as reports and meetings. A project plan should be beneficial in setting expectations of stakeholders from team members to customers.

During the execution phase of the project the main communication functions are information distribution performance reporting and project control. Information distribution might exist by information distribution system.

Various tools and techniques can be used for performance reporting such as performance reviews, variance analysis, traffic lights reports, earned value analysis and trend analysis. All these functions are useful for project control. It is important to keep the project on track according to project plan, budget and estimates. Following a

set of established project management processes can be helpful in identifying events that are not planned before. If unexpected events occur, communicating them quickly to the affected people according to the established communication plan.

Project manager has to keep in mind regarding how to communicate, what is to be accomplished via the communication, determining how to communicate, and giving and getting feedback.

The project success should be documented and communicated. If the company has a PHDB (Project History Data Base), this should be populated with project information.

An impartial group as the quality assurance group or the PMO may facilitate a typical lessons learned session. It is used to improve future projects and avoid the same pitfalls in the future.

Important also is customer satisfaction surveys. Positive feedback can be used as a marketing tool and negative one for making improvements. It is clear that project success depends greatly on effective project communication. Usually 90% of project management time is spent in some form of communication, that's why communication is very important in project management.

Communication must be planned in(knowing the following):

1. What needs to be communicated
2. Why
3. Between whom
4. What should be the best method of communicating
5. Responsibility

6. When and how often

Project manager preventing problems, selecting them who can get the project done.

4.3 Diodes (or channels) of communication³

As diode (or channel) of communication is set that tool which operate as transporter of the message or information, which must arrive from sender to receiver. The choice of this transporter depends on how much information can transport, early, with accuracy and to assure the reaction of the receiver (information or feedback).

For example oral communication is a channel of communication.

An organizational communication becomes in three directions – down, up and horizontal. The officers must create and use typical channels of communication to three directions. In action the informal channels of communication constitute the real, essential and more effective diodes of communication.

4.4 Typical channels of communication

Typical channels of communication are created and operate along administration as it is set from the organization. The most usual and obvious typical communication in the organizations is the downwards (or cathodic) communication, that the messengers which are sent from superior administration to subordinates. The officers can communicate with the subordinates, using different facilities, like: speeches, newspapers, magazines and established publications of the organization, announcements table, electronic mail-post, work regulation, books – manuals, phone, fax, video.

³ R.L.Daft, Management, 1997, page 563, 568-575

The downwards communication has a basic aim, which is the influence of subordinates, and helps on:

1. The definition – understanding and targets and strategies effectuation.
2. Supply of instructions and co-ordination of work
3. Update for the following process and practices
4. Update and information for the performance of employees and departments
5. Motivation of employees for accepting the mission and the values of the organization.

A serious problem or disadvantage of a typical downwards communication is the deformation – denaturation or the loss of the message. Because of long distance or the several departments, it is usual the message to be garbled, and 25% of information to be loosed.

The upwards communication (or anodic) typical communication includes all the messages, which the lower inferior echelons send to the higher, for being informed for taking decisions and taking over initiatives. The messages, which employees send to the officers, refers to:

1. Problems and different situations which they are face in work
2. Proposals for process improvement and manner of work execution
3. Performance references
4. Complaints and differences
5. Information for financial and logistic modulus

6. Complaints, proposals, comments

7. Clarifications for applied systems and processes

The usual tools which are used for the transmission of messages in up communication, are: boxes of Complaints and recommendations,

Informational administration systems (MIS), questionnaires, investigation, phones, annual-monthly and weekly meetings with the administrations and direct seniors, clerical work execution from officials (for understanding the real agreements and difficulties on work of subordinates, one or twice per year.

The difficulties which appears to the up communication, they are related with the refusement of some officials to listen their subordinates, the use of limited contacts and carefulness of the same employees to trust seniors for solving their problems.

The trade off of messages, between co-equal employees, indirect or diagonally assign as horizontal communication. Its goal is the backing and co-ordination of corporate activities. The horizontal communication helps on:

1. Partial problem solution and good execution of problems (between various departments or addresses
2. Solution of functional problems and improvement of co-operativeness, in the same department or address.
3. Faster and better information of officials and supply of mentors, of the staff.

For the development of horizontal communication the organizations introduce committees, teams or develop a system (matrix structure), and establish regular meetings of officials and monthly references of activities and results.

4.5 Informal channels of communication

Informal communication, which takes place without administration channels, exists with the typical and sometimes displaces it, especially if the last is inadequate, discontinuous and ineffective. In informal communication take place transmitters and receivers independently hierarchal level and break down the vertical (upwards and downwards) communication.

The two most usual channels of informal communication is “administration circumambulation” and “radio arbila”. By “administration circumambulation” (Management by Wandering Around – MBWA) the officials have contact with their subordinates, to places where the last work, discuss, propose solutions, listen suggestions, complaints and problems. This informal channel of communication, if it is used correctly and parallel with typical channels, contribute to directness and completeness of communication between seniors and subordinates.

The “radio arbila” (grapevine) is the face to face informal channel of communication between employees, of all levels and is developed to all directions – vertical, horizontal and diagonally. For mouth to mouth transmission of information exists always in organizations, independently of effective or unusual tools to typical channels of communication. In some cases, is the main form of communication like in alterations, bad economical agreements, or doubts and anxieties for the organization future or its departments. The impartment of messages becomes from one person to many, or from some persons to many chosen. Investigations have showed that the accuracy and relativity of messages is high⁴.

⁴ D.B.Simmons, The Nature of the organizational Grapevine, Supervisory Management, Nov. 1985, page 39-42

Almost 80% of messages which go over through this channel have to do with matters of organization despite personal gossips, and 70% to 90% of information which are provided are true.

Although many of officials are negative to “radio arbila”, because they believe that grapevines are transferred and not elements, with bad intentions and dark manner for creating fear and anxiety maximizing the negative points, but they must know things are not so that.

When typical channels of communication are closed, then it is possible “radio arbila” to have more negative influences than positive one. So, it must be in difficult periods the typical channels of communication to operate effectively, with the operative informal channel of “radio arbila”.

4.6 Problems and obstacles to communication

Communication problems can be divided in four categories/aims:

1. People have not realize the need of communication
2. People do not know minutely what to transmit
3. People do not know how to transmit it
4. There are not the appropriate tools for transferring this, which they want to transmit to the others

These problems are important and cause serious difficulties, which it is not easy to be faced. For getting over these problems, it is needful to be created a strategy of communication which will be the base for communications system development and the organization of a continual program of education to communication technics. The

strategy, the programs and the communication systems must pivot on the understanding of obstacles, which exist in communication.

There are too many the obstacles in communication, where there are not surprise the invariable recurrent opinion, in all enterprises, that communication is bad or poor. Contrariwise, it is a surprise to confirm that a message was transmitted without warp. Below some of the main obstacles are refered.

4.6.1 Somebody listens what he/she waits to listen

What we listen , when somebody talks to us, it is based on maximum mark, to our experiences and knowledge. Instead of listen what really the others say to us, often listen what our mind send to us about him/her.

All have the inclination to carry prejudices, of what the others mean. When we listen something new for us, we have the inclination to identify with something similar, which we have known in past. To people like to foresee the events and to rationalize them.

When people take an information which is agreeable with their beliefs, they accept it positive. They ask to learn more and to remember what exactly they listen.

4.6.2 Ignoral of information which conflicts with what we already know

People have the inclination to ignore or throw out the information which conflict with their beliefs. Such information if we can throw out them, a manner will be found to kink them or to configure their meaning, so that to come together with our prejudice. Communication often fall through when it comes contrary with other information, which the receiver already carry, independently they are correct or not.

The scientific expression of the condition which is created when people accept conflict information, is: cognitive disagreement

There is the theory which is developed from L.Festinger⁵ (L. Festinger, A theory of cognitive dissonance,1957) who claims that a person feels bad when he/she holds logically “wisely elements” (personal opinions or representations of facts which style the social behavior) against to a subject or event. Because of this, he/she must try to turn down the displeasure or disagreement, changing the positions or attitudes. The “wisely elements” are selective organized so that to mirror to the environment, the experience, the goals, as the natural condition of a person. These assign the border of reference in relation with the attributes of an object or an information is rated. People stand fast to the change or to communication, which they are asked to change, because new ideas are outside of reference border.

When communication is uncompromising with the existent knowing, the receiver refuses communication reliability, avoid to lay himself open to, he forgets it easily and kink to his thinking whatever he/she listens.

4.6.3 Knowing relatively the information transmitter

The information receiver not only evaluates what he/she listens, according to knowledge and appreciations which already have, but he/she takes into account who transmit the information.

Some people have the inclination to see every corporate effort like collusion. Others try behind every which is talked to see every motivation, differently with this that it seems with the first glance. It is very difficult, for all, to draw apart what we listen

⁵ L.Festinger, A Theory of Cognitive Dissonance, 1957

from the emotions about the person who says that.

4.6.4 Influence of the team of reference

The team which we are identified- team of reference – influences our positions and our emotions. The administration and the union, like family, race, party, friends, constitute references team, which colour our reactions to information. What every team “listen” depends on its interests.

The common experiences and the common references borders, have certain bigger influence than borough administrations exhortations – where people with them already configured beliefs.

4.6.5 Words mean different things to different people

It has to do with a conceptual problem, as Strauss and Sales set out.”Virtually the language is a method of using symbols which express events and emotions. Exactituding we don’t transmit meanings – but we can transmit words. And the same words can indicate different meanings to different people. “Meanings stand on people not in words “.

Words can have metaphorical meanings for some people, as a result to create to the receiver a different opinion from the meaning which the border of information would like to give. The profits, for the administration of an organization, are a necessary assumption of survival and development. For the employees, benefits are mainly money which picked up illegally, by holding of salaries in low levels or by products sale or services of organization to high prices.

“Closed unions” (closed shops) are for a trade union are the most available tool for keeping stability and power, and to assure that the workers will contribute to system.

But for administration, it is an artifice, which restricts freedom for administration and for workers.

In other words, nobody can consider that something which has for someone a specific meaning, will be the same for someone else.

4.6.6 Professional dialect

In all jobs people develop their own special language or “professional dialect”. It forms a convenient way of transmission technical or special expression, between them who know and do the same work. However, it is heavy and annoying, between them who don’t know this dialect.

4.6.7 No verbal communication

People, in face to face communication beyond the words who use for sending messages, send messages consciously or not and with non verbal signs (body language or non verbal communication) like gesticulations, body pose, face expressions, voice tone and dressing. Many times the body language transmit more exact and revelational messages than the used words.

In an investigation it is determined that 55% of the content of the message is being transmitted by face expressions and body pose, the 38% by voice tone and almost 7% by words.

Also more attention is needed to non verbal messages, in order not to be misunderstood or be valued overmuch and constitute an obstacle to communication. The attention must be given by the receiver, visually the observation and interpretation of non verbal messages from the transmitter, according to the check and the overhang of non verbal messages (by his/her part).

4.6.8 Emotional border

Our emotions which we have influence our ability to transmit or to accept the real message. When we are safe or frightened, this we hear or see appears to us more forbidding than when we feel safe and peaceful against to people. When we are anger, then we throw out, without second thought, things which in other case we can accept as logical demands or good ideas. During a dialogue that it must be said many things which we can't understand important virtue emotional border.

4.6.9 Noise

“Noise” by the meaning of external factors which step in the understanding of a message, it is an obvious obstacle. It can be real noise, which it is not allowed us to listen or to be noise, with a metaphorical meaning which indicates the involvement of the information, with result the transferring message to be inflected or to be negated. The patterns which messages are devolved like obscure compilation, includes many main and secondary proposal, polysyllabic words – which co-operate to “noise” causation. Noise also comprise, and the occurrence of optical impulse and generally everything which receiver beguiles.

4.6.10 Modulus

The modulus and the complexity of organizations are the main obstacles to communication. Messages must “overstep” through consecutive administrative layers or between different functions, departments or positions. With this method they are kinked or they don't arrive to their destination. For messages device it is give bigger heaviness to written reference, with result communication effectiveness to be confined.

With modulus come and the stylization. With the stylization accompany abatements to freedom, which with freedom communication is carried on. E.F. Schumacher has let to be known that “small is pretty”, thing that is applied to communication.

This reference becomes more for the encouragement of creativity despite the development of good communication. For the matter of creativity, Schumacher writes: “In every organization, big or small, definition and classification must exist: if confusion exists, nothing can become. Classification is static and dead. Therefore, there must be plentiful breach margins of the customary class, so things to be done which never they become, occasional and unexpected products of creative ideas of a person”.

“Organizations must lay themselves out without cease to accomplish discipline to classification and confusion of creative freedom” (F.E. Schumacher, The small is pretty, edition Glaros, Athens, 1980).

5. Communications authorities for improvement

Communications can be improved, if they follow the following authorities:

5.1 Adaption to the receiver world

When someone tries to transmit something to someone else, there is the inclination to adapt communication to himself. However if someone wants his/her message to be detectable, he or she owns to adapt it to the receiver. That means that he/she first must think and tried to appreciate how the receiver accepts his/her message, to appreciate needs and potential reactions. Also, it means, that he can use information techniques and enhancement of the message.

Messages transmitter tries to forecast which are the effect of things that he/she has to broadcast, written or monthly, on emotions and positions of the receiver. He tries to set out the message in order to match to the vocabulary of the receiver, to this interests and values, over at once he/she has consciousness that the information which he wants to transfer, can be kinked for several reasons: because phrases accompany with symbolic meanings, because people belong to teams of reference which influence them or because all we have the inclination to chuck away whatever we don't want to listen.

The win through of obstacles needs awareness, that the ability to come in no one in the position of another and how message can arrive to him and how he can translate it.

The axiom is: "message is what the receiver understand"

5.2 Use of feedback

Feedback is the process of information obtention for how the receiver reacts or acts, so to be mighty to take over corrective action, from the sender when it is appropriate. To communications, feedback has the meaning that the man who transmit the information, take from the receiver as an answer a message which tells him/her if – whether the information becomes detectable.

For that reason the face to face communications are more effective than the written one, as the written communication leaves little margins to the information receivers for answer or react immediately.

5.3 Use of direct and simple language

Some people when they communicate, use complicated verbal configurations, abstruse words, many adjectives, big sentences. Also, they use foreign language,

exaggerative scientific expressions, big expressions, professional dialect etc. All these however don't accommodate the transmission and understanding of a message, and they don't ensure the prospective reaction of the receiver. Contrarily these caused him/her problem, like doubt, awkwardness, disquiet, boredom, fear (for what really the transmitter wants) and others, and they create a negative position, prejudice or reaction to transmitter.

The simple language, either monthly or written, co-operates the maximum to good and effective communication. The accuracy of words and messages as and the definition of consideration made up a maximum qualification for the transmitter. The ancient poet Evripidis (480 – 406 b.C) says: "Mage the loud".

5.4 Affirmation of orations with actions

The communication is effectual only if it is dependable. When administration or the society of employees or generally every message transmitter say something they must already do it. Next time it has more possibilities to become believable. The device must be: "Adapt words with projects".

5.5 Use of, face to face communication

The communication, which takes effect face to face is more effectual than this which takes effect written, for the following reasons:

First of all, the man who passes along the information he/she can have direct response from the information receiver, an information that inform him for what he/she listened or not. He can adapt the manner with this, he represents the message, expressing it with different expressions or amplify it. If he/she accounts it necessary, he/she can alter the message. Important element to, face to face communication is both

(transmitter and receiver) hear each other. That's why, processes of hearing are needed.

Secondly, most people express themselves with bigger cleanness and directness when they use the verbal cause than the written one. Thirdly, a verbal message can be transmitted with more human manner, and this helps prejudices to be got over against to speakers. It means that criticism can be expressed with a positive manner. A written expression is more strict and comminatory than the same expression is expressed verbal.

Hearing processes

Processes category	Specific processes
Attention	"Attitude" participation Visual contact Creation of the appropriate environment
Observation	Little encouragement Some questions Silence of attention
Reaction	Paraphrase Emotions of response Meanings of response Consecutive reactions

5.6 Use of different types of communication at once

Some communications must be effected written, for transferring a message with accuracy and without the danger of warps. Also, it needs to be demonstrated that the receiver receives the message, and the written communication must be preferred. When it is possible, the written communication must be filled up with the verbal speech. That it needs for give the capability the transmitter and the receiver to exchange more information in velation with this message. For the same reason and the verbal communication must be amplified by the written one.

5.7 Decrease of problem amplitude

Communication problems which come along from amplitude, can decrease: Putting away the number of administration levels, decrease control time, ensuring that the activities will band according to easiness with which the two-way communication takes effect and in the end, decentralizing the authority to smaller, self-contained and responsible units. It must be encouraged the beseeming informality, in relation with the construction, whereas programs of organizational development can be used, in result dependence and understanding to be growed. Also technics can be used, like these of information teams, for communication to be popularized effectively in the organization. In table...page 278 the basic obstacles of communication are appeared, and how these problems can win through. The obstacles win through in communication can be a project without results for a long time. Communication can ascribe harvests only in a trust and collaboration climate. Trust and understanding can be developed by consistent and long efforts, where the administration shows that she believes really to the need to give explanations to the others and to listen them carefully about matters, which concern them.

For having good results, communication must be examined as a strategic matter, which needs design, development and control, understanding the assumptions, problems and needs of every member of a company.

Table : Obstacles to communication and how they can win through

Obstacles	How to win through
<p>Interpersonal level</p> <ol style="list-style-type: none"> 1. Interpersonal relations 2. Tool of transfer 3. Words, expressions 4. Intentionally wrong messages, tacits, inaccuracies 	<p>Active audition</p> <p>Select the appropriate tool</p> <p>Knowledge that the receiver can understand</p> <p>Face to face contact</p>
<p>In company's level</p> <ol style="list-style-type: none"> 1. Differences of power and authority 2. Targets and needs of departments 	<p>Trust climate</p> <p>Development and use of typical channels of communication</p>
<p>Inappropriate / insufficient channels of communication for the specific project</p>	<p>Development and encouragement for using multiple formal and informal channels of communication</p>
<p>Absence of typical channels of</p>	<p>Alteration of organization structure or the</p>

communication	department for fulfilling to the needs of the company
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6. Comparative analysis of communication authorities for improvement

Table: Advantages and disadvantages of communication authorities for improvement

Authorities	Advantages	Disadvantages
5.1 Adaption to the receiver world	Use of feedback and support of message	<p>Difficult for the transmitter</p> <p>Big effort only for the sender for good collaboration</p> <p>Transmitter does not be free to develop the message with the manner which know and he wants to be.</p> <p>Priority to the receiver of the message</p> <p>Consuming time</p> <p>Create conflict</p> <p>One way communication and collaboration</p> <p>Not full communication</p>

5.2 Use of feedback	<p>Two way communication</p> <p>Create collaboration</p> <p>Good communication</p> <p>Both members are free to react</p> <p>Improving communication skills</p>	<p>Receiver translate what he want to listen</p> <p>Conflict</p> <p>Possibility for bad communication</p> <p>Influence from the transmitter</p> <p>Difficult and time consuming</p> <p>More accurate</p> <p>Basis for constructive exchange</p>
5.3 Use of direct and simple language	<p>Good and effective communication</p> <p>Easy understanding of what he/she wants to say</p> <p>Not consuming time</p> <p>Good performance</p>	
5.4 Affirmation of orations with actions	Quickly to action	<p>More Mistakes</p> <p>Not styles of communication be developed</p> <p>No collaboration</p> <p>Not communicate more</p>

		information Not effective
5.5 Use of face to face communication	<p>Dialogue between employees</p> <p>Improve employees engagement and productivity</p> <p>Effective use of language understanding communication styles</p> <p>Effective organizational communication</p> <p>Application of window “Johari”</p> <p>Direct reaction – response from the receiver of the information</p> <p>Use of feedback</p> <p>Sender and receiver listen one another</p> <p>Clearness and directness</p> <p>Use of simple language</p> <p>Questions can be asked and answered</p> <p>Feedback is immediate and</p>	<p>Can lead to spontaneous, ill-considered statements</p> <p>There is no permanent record of the communication</p>

	<p>direct</p> <p>Receiver can sense the sender's sincerity</p> <p>More persuasive</p>	
5.6 Use of difference types of communication at once	<p>Use of two styles of communication – oral and written communication (combination of them)</p> <p>Using of written communication we avoid mistakes and misinterpretations</p>	<p>Consuming more time</p> <p>Not so effective</p> <p>It doesn't be based more in oral communication</p>
5.7 Decrease of problem attitude	<p>Constraint of administration levels</p> <p>Decentralizing the authority to smaller, self-contained and responsible units.</p> <p>Use of organizational development programs</p> <p>Increase of trust and understanding</p> <p>Creation of information teams</p> <p>Effective</p>	<p>Consuming time</p> <p>Not easy to be implemented</p>

	Take off downward communication	
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The most effective type of communication authority for improvement, is the face to face communication in combination with the last one (only in ideal circumstances). It is a two way communication and decentralize the authority as administration has to do direct with the employees, can talk with them for every problem direct and solve it. It develops communication and collaboration between team members and their seniors. Decrease the gap between them and it has better results for a project and for the administration. It develops trust and understanding which are important for a good communication and collaboration. It is more effective and more practice to be applied. It is not consuming time and it has the more advantages than the others authorities.

The last one, decrease of problem attitude it is used in organizations with a large amount of employees and it is a good method for decrease communication problems. But it wants time and will to be applied. On page 42-43 it refers methods for solving problems so in personal level as organization level.

7. Discussion, conclusions, recommendations

It can be good, if there is education and training in communication

Essential communication effects when a man transfer a message to another and listen his/her answer. It must exist the typical channels of communication, but their effectiveness depends on their positions, their abilities and the elation of these who are responsible for using the system.

Training and educational programs are demanded to all levels, in order to cultivate the apperception that the education consists a basic element of the administration and to be ensured that the basic factor which it is take place, when a decision is taken, is how, where and with whom the communication must become.

The information transmitters owed to know the obstacles to communication, and to have the ability of awake and analysis which are important for solving these. At the end, they must make educational seminars for specific communications abilities – to talk, to writing, update address, to listening. The education to many of these abilities, can be made by the help, more or less, of traditional lessons. The maximum load must be given to team exercises and to playing roles, towards people could practices and develop their abilities. The education of feeling is one of the methods, with them a person can understand better what capabilities have to exert reaction to other people and the manner with these people listen what he/she have to say to them. The education of feeling, as it is named, increase people emotions for other people and at the same time offers them tools for analyzing interactions, which are developed, when people work correctively.

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