

Communication Management in Projects -

Focus on Public Sector

By

Andrakakou Vasiliki

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



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DEDICATION

To my unique family and to my lovely friends

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ABSTRACT

This thesis seeks to understand the Communication Management focusing on the public sector. It identifies problems which occur in the Communication management in the public sector or in general in an organization.

This thesis analyzes how we can make a project successful with a Communication Manager. The Communication manager's success depends on the technique, expertise or know-how and also on his ability to inspire the project group. A very important part of the manager's role is related to the communication tools and techniques used throughout the project, object that will be analyzed in the present thesis.

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#### INTRODUCTION

Throughout my experience I realized that most problems are coming up from misunderstandings. My research analyzes and solves the problems which most occur in the process of a project, in and out of the organization. Also defines the role of the Manager, the tools and techniques of Communication Management.

#### PURPOSE OF THE STUDY

The author expects that the research and surveys conducted for this thesis will provide project managers and organizations, with best practices by defining and solving problems in Communication management focused on the public sector or in an organization. The author believes that project management, team morale, and organizational effectiveness will all improve.

#### RELATION TO THE PROGRAM OF STUDY

Throughout our studies in the Msc Project Management program, we have a depth analysis in Communication Management and its importance. Throughout the PM503 - "Communication for Project Success" we learned that communication is the glue that holds project teams and organization together and how to negotiate with stakeholders and keep alignment between projects outcomes and business goals.



DEFINITION OF TERMS

*The project management* is the application of knowledge, skills, tools and techniques applied in steps carried out to meet the project requirements. The project management is made through the use of procedures such as commencement, planning, implementation, control, as well as closure of the project. The works are one of the kind set of activities and we know that they present differences between them.

Each project presents a different purpose, is used in a special way, is implemented by different groups of persons and consists of different sequences of actions.

*Communication Management* is a process which involves the transmission and accurate replication of ideas ensured by feedback for the purpose of eliciting actions which will accomplish organizational goals  
(William Scott)

PROBLEM STATEMENT

Disagreements and misunderstanding meanings can lead project teams in failure. Without a skilled Communication Manager if communication between all levels is not successful, projects fail.

RATIONALE

Public Sector and Organizations all over the world and lately in Greece have established the Communication Management increasingly into their projects. The results are now obvious and the necessity of its knowledge areas is stable as time passes.

This research will be focused on problems which occur in Communication Management in the public sector or in general in an organization.

Having the experience of the problems in communication in the public sector where I work and defining through this paper the leader skills for Communication manager and analyzing the errors in communication channels, would help my career progress. As an individual, I would improve my project management skills and performance by having a depth research on how the principles of project management can be used and adapted in every organization.

OBJECTIVE / HYPOTHESIS

Define the communication problems in the public sector or in an organization and the difficulties that faced on communication management when leading a project team, will provide information that can be used for project managers in order to improve all the phases of the project life cycle.

LITERATURE REVIEW

COMMUNICATION TOOLS & TECHNIQUES OF PROJECT MANAGEMENT

Communication is the most important parameter of the project management. Most of the successful project managers usually are very good communicators. This is due to the inherent nature of project work. Projects are unique one-of-a-kind set of activities. We do know that all projects are different. They may differ, as we don't use the same objective in every project, we don't use the same way, we don't work with the same people, and in the same sequence. For these reasons the project manager communication skills are very important. Any individual could easily be trained for a well defined job, and the expectations would be clear. In contrary the project work is always different. That is why we do need good communication skills. People working on a project need to understand what it is required for this project, when it is required, how it should be done, and what other activities the project must integrate.

*The project manager* may choose one of the modern communication methods. A common practice is to handle the communication through informal channels such as one-on-one meetings or calls to all of the team members and stakeholders. When the complexity grows to

*Full-scale projects*, the communication focus needs to shift. In these cases the project managers must spend dedicated time, keeping everyone, who is involved in the project, aware of status, issues, and changes. Also, there are usually many stakeholder meetings on Full-scale projects. Once the complexity grows to the size of a *Complex Program*, the program manager is spending almost all of his time doing communication and risk management. You could argue that communication is in fact risk management. *The program manager* is continuously communicating between the sub-projects to ensure the integration of the program and to prevent any problem in one or more sub-project which may affect the other parties involved.

The Communications Plan, which is the initial phase, provides all the tools and techniques that are used by project managers as an aid in communicating. It is clear that when a program manager or any other responsible person conducts a meeting he must use good presentation skills. In the written case when he composes a message he must use good writing skills, and finally when he is having a face-to-face encounter he /she must use good interpersonal skills. However, these are not unique to projects and a project manager can get help on these from the Human Resources strategies.

Before discussing explicitly the communicating tools, there are two topics that we must clarify. The first is the understanding of a "Sender - Receiver" model. Whenever information is being communicated, it is translated from the "sender's mind" into a message and then from the message back into the "receiver's mind". As errors and noise are introduced during the transmission of the message, there is a possibility for misunderstanding in both translations to be introduced.

That is why every project leader needs to focus on communication. Since project work is often unique, the chance for misunderstanding is even greater. So it is a common practice to use the habit of "Repeat it back" for all project communication in order to avoid misunderstanding.

The second is the recognition that listening is a three step process. The three steps of the listening process are: 1) hearing, 2) understanding, and 3) judging. If a team member does not seem to be listening, it is important to understand which step of the listening process is the issue.

The "Hearing" step is actually the receipt of the message. Team members who "aren't on the call" will not get the message. For virtual team members the manager

creates special communication channels to ensure they actually hear the message.

In the "Understanding" phase of the listening process the team member is translating the message into desired actions or changes to the project. Team members who do not understand the acronyms or whose native language is different than the normal language of project communication may hear the message that is being sent but not understand what it means. To determine if this is the problem, the project leader will need to have a directed conversation with the team member and ask them what they think the message is telling them to do.

The final listening step is "Judging". In this step the team member hears and understands the message and then decides whether or not they believe it applies to them and their project work. When this is the breakdown in listening the project leader will need to spend time with the project team member to determine either why the message does not apply in this special case or to explain to the team member why the message does apply to them.

### Project Communication Plan

Every project manager uses a Project Communication Plan. Many project managers do not develop a new

communication plan, but instead they usually embrace one that has been used to a previous project, and they follow a procedure instituted by the PMO, or they conduct their communication in an ad hoc fashion. That is an approach for developing a plan - not a very good one - but an approach.

There are four categories of communication. All four types are not needed on every project, but they are typically found and should be planned for.

**"Management meetings"**. For this category, consider which managers need or want information, the frequency they need or want it, and the content detail. Major communication sessions with stakeholders, such as technical reviews are often reflected on the project schedule as milestones and should be included in this portion of the Communication Plan. The management meetings should be planned and proper preparation conducted. Some of these are face-to-face meetings and some are conducted using an electronic medium. A poor management meeting jeopardizes support for the project and reflects badly on the work of the project team.

**"Project team meetings"**. Depending upon the size of the project and the team, these can be short ad hoc conversations, conference call updates, email chats,



formal pulse meetings, or a variety of other communication approaches. Regardless, these are where the project manager is able to track the day to day work of the project and resolve issues while they are still small.

**"Management reports"**. Many organizations require project managers to provide periodic reports for the management team. Often these are reviewed by managers who are not direct stakeholders in the project. These reports need to be able to stand alone in describing the project and its status. A project manager cannot assume the reader is familiar with the goals or risks in the project. That is why it is important to use the standard template or format the organization suggests/requires. The standard template guides those who are not familiar with the project to the areas of the project report that they are concerned with.

**"Project records"**. These are the method that the project team uses to communicate to the future. Whether the future is tech business team members who use the project deliverables to implement business strategy, the next generation project, archives for litigation, or records for lessons learned, the records need to be complete enough so that whoever is reading them after the project

has completed will be able to understand what has happened.

#### Communication Management Plan

It is common practice to include in the communication management plan with the meetings analyzed before i.e. management meetings, team meetings, (specify for the previous: meetings, frequency, topics, attendees, presenter and some notes). For the program management reports items like report, timing, topic, Distribution, Responsible, notes and comments and finally for the records review, items such as program record, timing, topic, reviews team.

#### Communication Technology Assessment

The type of communication technology used by the project manager will vary based upon the organizational constraints of the project team and stakeholders. Factors that influence the technology include whether the team is co located, the confidentiality of any information that needs to be shared, and communication facilities available to the team members, and the organization's culture for how meetings and discussions are conducted. Some technologies lend themselves to large group interactions and others are more appropriate for one-on-one discussions. The table below provides an assessment

of the advantages and disadvantages of different communication technologies for use in a project environment.

<b>Mode of Communication</b>	<b>Pros</b>	<b>Cons</b>
Formal meeting	Focused, interactive, group	Scheduling delays with stakeholders, discoverable information
In Formal meeting	Quick, interactive,	Unpredictable, individual
Report	Detailed message, Group	NO immediate feedback
e-mail	Quick, focused, Group	Unfocused response, discoverable information
Phone Call	Focused, interactive,	Unpredictable connection, individual
Conference Call	Consistent message, group	Uncertain Coverage
Voice Mail	Quick, focused,	Limited Content,

		individual
Webx	Focused, interactive, Distributed group	Technology

### Project Team List

The Project Team List is a list or database with all project team members and their contact information. It includes the core project team members and extended team members. It is a common practice to also include key stakeholders on this list. The list is provided to team members to aid communication. It is important that the team members of a project know who to call when they have a question or an issue arises. The list can be maintained in as a spreadsheet, a word document, a file for your email server, a contact list in your project e-room, or any other mechanism that is a normal resource contact management system in your organization. This list must not contain personal information but only provide business contact information.

### COMMUNICATION IN MODERN ORGANIZATIONS

In a project, the communication networks are complex. However, various experiments and studies relevant to the subject up to date indicate that there is

not an effective communication system for all cases and that role is played by the complexity of problems. Moreover, many solutions may exist that a group has to follow, the attitudes of members between them, the existing information and many other factors related to specific conditions.

Communication between people within the project is not only based on considered only the communication related to the performance of tasks or duties. That is, the employee in a company is not separated from his individual personality during his work to become a quite reasonable operator, who is not influenced in his internal relationships from his interests and feelings outside of work. So, the communication in a project should not be limited to the one-sided view forming an employment contact, but it should include the entire grid of human relationships.

Communication between the different agencies is performed based on the working relationships existing in the organization, which may result from the distribution of works, such as material relationships and specific administrative and corporate relations. This communication does not evolve randomly, but should be consistent with other relation systems which make possible an overall coordination of positions. The

various systems - connected by the communications - that operate within a given work frame, such as the systems person-team, boss-subordinate, etc. in order to deliver the expected results they need ideas, information and feelings exchange, otherwise they cease to operate.

Communication can be defined as the procedure of information, ideas or attitudes exchange between a sender and a receiver (or a transmitter and a receiver). This procedure can do orally, in writing, by telephone or through electronic means. In the everyday life of a project, communication occupies a great amount of the working time - in the case of managers about 70-80% of their time (Mitchell & Larson, 1987).

In the organized projects, communication exchanging of the above mentioned information is serving several functions:

- Information and knowledge transfer from person to person, so as to achieve a collaborating action.
- It stimulates and directs people to do something, like when the supervisor encourages subordinates to undertake a scheduled project.
- It helps to shape attitudes and beliefs aiming at the persuasion and influence of the behavior.

- It assists in the orientation of people in natural and social environment, without which they cannot be installed properly and obtain the correct perspective.
- In situations in and out of work, the communication contributes to auxiliary functions and the fulfillment of social relations between human beings. (David K. Berlo, 1960)

Generally, the communication conditions prevailing in a project reflect basically the attitudes of the senior management of an organization. If the management adopts an effective system of information exchange with its partners and insists that they should follow the same system in their relations with others, then the spirit of information exchange tends to cover the entire organization.

Although the adoption of an efficient communication system depends on the severity and importance given to it by the administration of an organization, the responsibility of the administration does not exclude the lower echelons of the hierarchy from the obligation to work on the establishment of a basic communication system within their circle of responsibility. In this sense, any level of hierarchy, or a single person, cannot avoid this responsibility since they all together and individually

form parts of the overall operation of the administration.

Undoubtedly, the face to face communication constitutes the most human, live and direct contact method. The face to face communication within a company or organization is done in small groups by the head of the team members directly or by directing a manager to all members of the organization, provided their number has not reached many hundreds and there are space requirements and conditions.

Evaluating the importance of the communication to projects, it is noteworthy to mention that a project cannot operate without communication. The communication binds its component parts and required employees to act because it is impossible to have human relationships without communication.

In any organization, the reasons why employees can communicate can be different and meet different needs. Thus, workers communicate in order to meet the needs of the operation, to maintain the group or to meet their individual needs. An effective communication system is one of the fundamental components of good relations between management and workers. Communication is a major stimulation factor and the lack of it leads to disruption and deception of the group. It is located in the heart of



the organization and forms the main tool for those who run the business, whose project is composed for that reason mostly of oral and written communication.

## CHAPTER 1

### FORMS OF COMMUNICATION IN THE WORKING AREA

#### MEANING AND NATURE OF COMMUNICATION

In business practice, the communication is related to the bidirectional information exchange among the various levels of administration. The leadership of the project seeks through it the transfer and assimilation of goals and aspirations to its partners in the different levels of management, both within and outside the business. The fact is that if the employee does not understand the objectives of the organization and does not accept them, he will not devote himself to implementation. All workers responding to the environmental stimuli have some type of behaviour. The workers are mutually influenced. This interaction contains a message that could affect others, who in turn respond to that message as recipients or deniers and so they communicate.

Attempts to give a definition of communication with universal use were impeded by its diverse nature. At times, a lot of definitions for the concept of communication were given. A short and concise is this

given by Katz and Kahn, stating that "communication is the exchange of information and transmission of meaning".

(Katz D and Kahn R., 1978)

Merrihue defines communication as "any initial behaviour on the part of the sender which carry the desired message to the recipient. This in turn, causes a reaction to the recipient: the desired behaviour".

(Merrihue W, 1960)

Davis defined communication as "the process of information transfer from one person to another and understanding by a second". (Davis K., 1990)

Communication as a symbol is the process of information exchange among persons within a system of symbols (as symbol can be understood any kind of result from a "receiver" in behaviors deriving from a "sender" which involves the conversation, the talk, the exchange of ideas and views, feelings, the response to external stimuli). In the science of Management, communication is considered the exchange of information, thoughts, ideas and feelings, between two or more persons, with the aim to achieve a goal or effect.

Communication is the process of creating, transmitting, interpreting and assessing messages/information. The communication can be conducted

face to face as happens when a boss tells the subordinate what to do, or can be made in writing, as when elements- data, information, reports and instructions for execution - continuity of works are given. It requires two people, the sender and the recipient and a meaning should exist and be carried. The movement of the body, the facial expressions, the tones of voice and speech convey meaningful information and communication does not apply unless the recipient understands the exact transmitted information. (Nina Pazarzi- Eleni, 2005)

#### MEANING AND NATURE OF COMMUNICATION

In business practice, communication has to do with the two-ways exchange of information between various levels of Administration. Through it, the leadership of the company aims at the transfer and assimilation of objectives and goals to the colleagues of the various levels of administration, both inside and outside the company. The fact is that if the employee does not understand and accept the business goals, he will not devote himself to implementation.

All workers who react to the environmental stimuli exhibit some kind of behavior. The workers interact mutually and this interaction contains a message which can affect the other employees who in turn respond to

this message as receivers or as deniers and so they communicate.

The attempts to give a definition of communication with universal use have impacted at its diverse nature. At times many definitions were given to the concept of communication. A short and concise is the one given by Katz and Kahn, stating that "...communication is the exchange of information and transmission of meanings".

Merrihue defines the concept of communication as "any original behavior on the part of the sender, which transfers the desired message to the receiver. This fact causes in turn a reaction in the recipient which is the desired behavior.

Davis defines communication as "the process of transferring and understanding information from one person to another".

#### MEANING AND IMPORTANCE OF COMMUNICATION

The importance given to communication by various theorists of the organizational behaviour is analogous to their general view on issues related to structure-process and operation of organizations.

Barnard Chester notes that "in a comprehensive overview of the organization, communication holds the central point just because the structure, limits and perspectives of the organization are almost totally

prescribed by the communication techniques applied in the specific organization".

Some other theorists "ignore" almost totally the issue of communication in their analyses on organizations, while other considers that the importance of communication varies depending on the department of the organization.

In a relevant paper Daniel Katz and Robert Kahn note that: "as one goes from the area of production to the adjacent area of offices, the contradictions become obvious. We pass by the noise at silence, from the thick wiring to elegant telephone wires, from an environment dominated by machines to an environment dominated by people, in other worlds, one passes from an area where production is capital and communication minor in an area where this is reversed. The closer one comes to the center of the enterprise or the organization, in the decision-making center, the more apparent becomes the emphasis focusing in the information exchange and communication".

Harold Wilensky argues that there are four factors defining the importance level of communication or information for an organization and specifically:

- The degree of conflict or competition with the external environment and the relation of the organization with the Government or the Central Authorities.
- The degree of dependence on domestic support and unity.
- The degree to which the internal functions and requirements of the external environment are controlled, i.e. they are characterized by foreseen uniformity and can undergo scheduled effect.
- The size and structure of the organization, the heterogeneity of its members, the variety of goals and the centrality of the authority.

The organization operates through the collective action of people. However, each individual is able to undertake independent action that may be not consistent with the policy or guidelines of the organization in which he belongs or he may not report correctly to individuals who need to know on this issue. The good communication contributes to achievement of coordinated actions.

The organizations are subject to the influence of a constant change that affects the work of people, performance and safety. The change can only be addressed by ensuring that the causes that provoke it (and its

impact) will not only be known to those that are affected by it, but will also be understood and accepted. The people are also motivated by the system of economic rewards, but also by the "internal" payment for their work. However, the extent of motivation depends on the degree of responsibility and the scope given by their job, as well as by the expectation that their payment will be the desirable one and will come from their efforts. The feelings for their job and associated payment depend heavily on the communication with the head as well as other departments within the organization.

Above all, two-ways communication is necessary, because only thus can the administration have employees that are aware of the policies and plans that affect them. And also, thanks to these communications, employees can immediately transfer their views on the proposals of the administration and the activities of the organization. The change cannot be treated correctly, if not properly understand the feelings and reactions of those affected by them. Prerequisite to understand and influence those feelings and reactions is the existence of an efficient communication system.

However, the extent to which good communication creates satisfying relationships rather than simply mitigate the unsatisfactory, may be widened. A characteristic feature

of the administrative practices is the way in which occurred several theories for the administration which had an impact for sometime before starting to decline.

Among them is included the administrative theory of "good communication". The method of this approach is based on the following assumptions:

- The needs and goals of both employees and management are in the long run the same for every organization. The ideas and objectives of the managers and employees can be matched to a single conceptual framework.
- Any differences of opinions between management and employees results from misunderstandings due to the fact that the communication between them is not good.
- The solution of the disputes is to improve communication.

This theory has some validity, but its weak point is the generality of assumptions - in particular the assumption that the final objectives of management and workers are necessarily identical.

The empirical data from countries with great experience of industrial democracy, suggest that the worker's



representatives participating in the Administration Council of an organization are mainly interested in the payment and working conditions and they are not so concerned about other aspects of work of their organization.

The theory of "good communication" states that an organization can cultivate a spirit of loyalty to its people, keeping them well informed and behaving towards them with kindness. However, the people who work in companies are more committed to other important things.

The existence of different devotions and ideas in an organization does not mean that communication is irrelevant. The need to set up a good communication system becomes more important when there are disagreements and conflicts. However, such a system can achieve only to moderate differences and pave the way for better request but cannot resolve them.

#### INTRA-CORPORATE COMMUNICATIONS STRATEGY

The strategy of internal communication should be based on an analysis of the following:

- What the Administration wants to tell
- What the Employees want to hear

- What information should be provided and what are the problems encountered during the transfer or receipt of information.

These analyses can be used to indicate the communication systems that must be developed and the staff training programs that will help them to implement these communication systems. They could also give directions for how should these systems be implemented and developed over time.

However, poor management and poor temporal setting are often the fundamental causes of ineffective communication.

#### A. WHAT THE ADMINISTRATION WANTS TO TELL

What the managers want to tell depends on their assessment of what their employees need to know, which depends in turn on what they want to hear.

The administration should aim to achieve three goals: first to help employees understand and accept what the administration intends to do in areas that affect them.

Second, to push its employees to act in a way that the administration wants.

Third, to persuade the employees to identify themselves more with the company and its achievements and to help them evaluate, more objectively, their own contribution to these achievements. Thus, any systems and

communication procedures developed by the Administration should serve the following objectives: coordination, motivation, information and control of the workers.

Communications emanating from the administration should therefore refer to plans, intentions and proposals (while providing at the same time the possibility of feed-back information from the employees) as well as to achievements and results.

Exhortations should be kept at a minimum level, although it is best not to be used at all. Nobody listens to such exhortations. Preferably, communications should revolve around specific needs, rather than resorting to general calls for abstract things, such as better quality or increased productivity. Moreover, the reference to specific needs should be expressed so as to emphasize how all interested persons can actually work collectively, and to the mutual benefits they can expect.

*b. What the employees want to hear*

It goes without saying that the employees wish primarily to listen and discuss the issues that affect their interests. These issues include changes in the methods and working conditions, changes in the arrangements of overtime and shift work, plans of the company affecting wages or safety, and changes in the terms and conditions of employment. The task of the administration is to understand what the employees want

to hear, in order to be able to plan the communication strategy accordingly.

The administration can achieve an understanding from its employees, asking them to fill in typical questionnaires, conducting surveys of attitudes, listening carefully to what they say during informal discussions, analyzing their complains in order to see if it is possible to improve communication.

*c. What information must be provided*

Employees need to know some things about the history of the company where they work. Knowing what this company did before, what does now and how its products are used, develops a sense of belonging with pride. The basic objective of a business is very closely connected with its history and is a good policy for the company to inform its employees. Employees should also be informed about the prospects of the company for the future.

Taking into account that the administration plans everything for the future, the workers should be informed as often as possible on competition, economic trends that could affect the works and the existing plans for improvement of installations or changes in methods. Of great importance is to inform employees about changes that affect them directly, because the changes made without prior warning cause suspicion and lack of trust.

If future changes are unfavorable, e.g. the prospect of layoffs, losses can be greater to hide this information. This type of information is disseminated very quickly and it is much better to be communicated as soon as possible to allow employees to make their plans.

The Administration must recognize that internal communication constitutes an essential tool of good management and a better way to achieve the objectives of the company. Effective communication is an important motivation power. Moreover, attitude and performance of employees are improved when they are informed about the affairs of their business and how they affect them.

## Chapter 2

### COMMUNICATION NETWORKS

The term communication network refers to the degree of access that the members of an organization have to channel communication or simply on who communicates with whom (Muchinsky, 1993). The most common communication networks differ in the degree of centrality - concentration or decentralization - that is the extent to which some people have more communication channels than others in the same network. Thus, in a communication network we can see the following forms: in networks of wheel type an individual is central and all messages to all lines pass through this individual (Muchinsky, P. M. 1993). Understanding the communication networks of an organization helps us understand other aspects of the organization.

Laboratory experiments have shown that when the project is relatively simple, the centralized networks are more effective, while when the project is relatively complex and requires greater exchange of information, the decentralized networks are more efficient, precisely because they allow this procedure. When the project is complex with centralized network, the central is overloaded with information resulting in underperformance of the group as a whole.

Communication in projects takes place not only between two people, but also among many individuals and groups.

We distinguish two types of communication networks:

- The centralized communication networks and
- The decentralized communication networks

In centralized communication networks the communication message pass through a central person of the group acting as a leader. Decisions in these networks are faster, but the satisfaction of the team members is low.

In decentralized communication networks, the communication message passes equally to all members of the team. Each team member can contact any other member and so the networks are effective for solution of complex problems.

#### FORMS AND TYPES OF COMMUNICATION IN ORGANIZATIONS

The forms of communication to be followed by a company or an organization must be multiple. The selection of communication mode with the internal and external environment should be formed whenever depending on the business objectives. However, several forms of communication should be followed so as to avoid mistakes, omissions or failures of any kind.

The forms in which the communications occur within the company are:

- Issue of orders
- Submission of proposals
- Externalization of thoughts or desires
- Post of questions
- Updating

Communication in modern organizations can be distinguished as follows:

- With criterion how to do it, in direct and indirect
- With criterion the communication positions, it is divided in vertical (senior communication with inferior positions), horizontal (contact positions of the same hierarchical order), and ascending (lower contact with senior positions).
- In terms of the importance and urgency of the item or not, it is distinguished in important and urgent, important not urgent, urgent but not important and not important and not urgent.



Furthermore, the communication is face to face, face to team, or team to team. The first concerns association of persons of different jobs, the second is to connect a face to a collective institution (council, commission) and the third concerns the connection between collective institutions.

In projects we have not only formal forms of communication, which have the objective to achieve the objectives of the organization and move within clearly defined rules, but also forms of informal communications which take place without prior drafting of rules and frameworks for actions and serve specifically very individual targets of the project team. The communication ensures the existence and preservation of the informal form of the project and serves the effort of stimulation of the project team as well as the possibility of development of the organization. The close interaction between the operating formal and informal information systems for the success of the organization objectives is therefore very clear. For this reason the face to face communication is irreplaceable, which as forms and types of personal dialogue can take place only as synchronous communication. Asynchronous forms of communication require real communication aids and different communication techniques, which offer storage and

transmission capacities and can be made between two people, man and machine, or between two machines.

Project Managers trying to ensure high efficiency during channeling their messages; segment their audience in groups, which are characterized by relative homogeneous data, such as gender, age, social status, education, etc. This relieves the leadership of the project from sending individual messages which could be not only highly time consuming but also entailing high cost. Such teams can be formal or informal in which participate employees in every department, quality cycles, heads, etc.

In all cases where there is a hierarchy such as the section of the project, the managers transmit to subordinates "concepts" with the intention to guide their behaviour. These commands, instructions, directions, guidelines are communication cases and directives, which limit the freedom of actions and decisions of the subordinates, based on prescribed rules, because they are mandatory for the recipient and much be followed necessarily by him. With the communication commands vertical communication relations are created between sender and receiver in the hierarchical pyramid of the organization. In the case of communication commands, issues are generated referring to the content, way,

extent and intent of transfer. (Sayles, L.P., New York 1963) Regarding the content of the communication, the command should be adjusted to consignee and the possibilities and work habits. (Vroom, V.H., New York 1964) It should not contain more details than those allowed by the status and personality of the recipient and his organized work, because more details limit the initiative and responsibility of the recipient, on the other side, the excessive lack of necessary details causes often lack of effectiveness of the measures and failure to achieve those objectives. (Herzberg F., Cleveland 1966)

The style of communication is influenced by the communication route (direct, indirect, formal or informal) and the expression means (oral, in written speech, etc). The operational policy for example constitutes generally general directives, while the command to perform a job usually pays little flexibility to the recipient.

COMMUNICATIVE CLIMATE

Communicative climate is considered the generally "prevailing atmosphere", which forms a socio-emotional condition for the transfer of information between individuals. According to Paul Watzlawick (Watzlawick, P., et al., 1990), the communication has always two aspects: as content and a social. While the former refers to the actual components of object of communication, the social aspect of communication refers to the emotional level. This component defines in a great degree the communicative climate and the satisfaction of all functions of communication. Besides this, the communicative climate is influenced significantly by the mood and perceptions of the participating in the communicative procedure people, as well as by factors related to the position of the interlocutor in the hierarchy of the organization or by factors related to the area, time or the general environment in which it operates.

The communicative climate is important in areas where the communication relationship exists and operates efficiently for longer periods in group and organizational communication.

COMMUNICATIONS POLICY

As "communications policy" is considered the planned development and transfer of information for the influence of knowledge, perceptions, expectations, desires and behaviour of the environment, marketing of the company under specific and clearly defined objectives. To achieve these objectives, specific mechanisms are used which can be mentioned as a blend of communication and are the following:

- Advertising
- Sales promotion
- Public relations
- Personal selling

Here we are dealing only with a clearly defined classification mechanisms which include also the packaging of products, the design and even the place of communication effects. The importance of different communication mechanisms in the blend depends largely on the market type as well as the position value in the evaluation scale of these specific communication forms. It is necessary for the company to make the products and services well known to the consumers and this is achieved through the marketing procedure that is a real form of communication.

As part of the Marketing the communicative mechanisms acquire a great importance since they act as a communication channel which activates in the market the supportive sectors of marketing. Therefore, active communications policy of the renderers is an essential and irreplaceable elements of the systems oriented to the market economy. Its complexity led to the development of a highly differentiated and aggregated economic level, overall communicative economy, which starts at the advertising departments of the business, evolves through the advertising offices, SMEs, showrooms and project managers and ends in customer Protection and Support Institutions.

The resulting communication forms from the perspective of the renderers may be classified among other things whether there is direct or indirect communication with the recipients, i.e., if mediate personal or non personal communication bodies. On all the above depend largely both the communicative power and cost.

The basic structure of the communicative process is reflected largely through the so-called type of Lassweel, who simultaneously identifies areas of concern and communications policy:

- Who (analysis of communicating person)

- He says what (content analysis)
- Through what means (analysis of Media)
- Who (target group analysis)
- What effect (impact analysis)
- Comparison of communication and cost impact

#### PURPOSES OF COMMUNICATION

Through various forms of communication, the participants pursue common goals and objectives which may be the following:

- Collection and distribution of information between individuals who will use this information to achieve that objective.
- Supply of information (in quantity and quality) of those who will make important decisions for the project.
- Early diversion of the decisions in all persons invited to apply them
- Submission of reports and proposals of the lower stems and base employees to senior levels.

- Exchange of information contributing to closer and more effective cooperation within and outside the organization.
- Disclosure of information in the competent persons referring to new methods, techniques, innovations or modern technological means.
- Provision of information referring to the improvement of Quality (in the framework of TQM).
- Disclosure of information referring to motivation of employees
- Necessary reorganization of a department or sector or the entire organization.
- To avoid confusion and conflict of competence within the organization.
- Establishment of a strategy, policy and action plans
- Implementation of public relations from the managers
- Implementation of public relations as communication links between operation and factors outside it.
- Proper handling of informal and formal groups.



From the presentation of the communication possibilities, the great importance of communication within the organization is understandable for problems understanding and decisions making and in general achievement of its objectives.

Purpose of the communication in the broader sense is the coordination of its activities.

In this point there is complete consensus in the general literature. However, many of those involved in the issues of communication argue that, apart from coordination, the communication has other secondary objectives, such as the completion, or connection or alignment, creation of favorable working climate, creation of a sense of cooperation, delegation and responsibilities, necessary understanding for team work, activation (motivation) and satisfaction from work.

From all the above it is concluded that the aim of the communication (in the broader sense) is:

- Coordination of actions of all employees (ability to cooperate)
  - o Coordination is called the harmonization of efforts and measures, so the one complementing the other, without creating gaps and wasting

works, aiming at the achievement of the overall project of the company.

- Favorable working climate, i.e., positive influence of the project team in the economic unit and creating high morale and cooperation team spirit (willingness to cooperate), which are essential conditions for the performance of the under economic authority. The contribution of the work ethics for success purpose of the organization is great. More and more leaders consider communication as the vital element which can connect the organization, ensure project team for understanding and the achievement of goals. The specific objective of any communication between project team, is to achieve mutual trust and understanding between project team and management on all issues of common interest, so that workers with enthusiasm and interest support all basic steps to organization success.
- Creation of the necessary information framework and understanding for the development of an effective team effort. Because with communication a supervisor can be aware of the attitudes, needs and desires of the personnel, giving him an opportunity to bring together the interests of the staff with the interest of the organization. The latter case is

particularly important because it shows that the last modern labor problems are not experience and knowledge problems, but mainly problems of project teams attitudes and behaviour.

- Another purpose behind an efficient communication system is creating appropriate working climate, which means that a proper communication system can develop a climate of mutual understanding and cooperation, which helps to create greater satisfaction.
- The best communication system leads to better execution of work. Moreover, communication serves mainly two goals: Provides information to take decisions: managers and project team need information on the objectives and courses of action, future events and possible outcomes of their decisions in order to take the proper decisions. It helps to motivate: communication encourages the acceptance of the organizational goals and thus to increase motivation. It helps to control: since it clarifies the duties, authorities and responsibilities, so it is possible to control the behaviour and performance of the project team. If there is some ambiguity in these matters it is difficult to impossible to isolate and identify

sources of problems and in extension to take corrective actions.

#### FORMAL AND INFORMAL COMMUNICATION CHANNELS

Communication takes place by defining channels - routes of communication, between the coordinate positions. The term route of communication means a connection of project institutions which transmits work pieces or information. Such channels exist in all organizations. The formal and informal communication channels are complementary.

Amitai Etzioni makes a distinction between substance (instrumental-expressive) and direction (vertical-horizontal) of communication networks. Instrumental communication gives information and knowledge that influence the orientation of the knowledge.

The commands and the administration policy of the organization are classic examples of this category. The expressive communications alters or enhance the views, standards and values. One example is the discipline of the team members. The formal channels carry the instrumental and expressive content. The informal channel can enhance significantly the formal with expressive communication.

The formal communication between project team takes place through the hierarchy lines established by the administration. The guidelines and the concept of the works, processes, methods and opinions for the efficiency of the subordinates are transmitted through specific channels from the management to the existing project team.

The informal communication takes place through individuals within the organization, having independent relationships from the authority and their job. It is a result of the desire that people have for social contact and dissemination of information to their colleagues.

Although these contacts follow channels that are independent from the formal structure of the organization, they create a significant network of communication channels within the organization.

These formal and informal communication channels can be permanent or temporary within an organization.

Guetzkow identified five communication networks within the organization:

- For the hierarchy
- For information exchange
- For specialty

- For friendship
- For the position

Of the five, only the first two are considered to be necessary into the organization. And even these networks have their informal features.

DIRECT AND INDIRECT COMMUNICATION PATH

DIRECT COMMUNICATION PATH

Direct path is when other positions are not affected, especially at intermediate administrative positions. This view provides a connection with the administrative system, whose interdependency is transferred proportionally to the communications system.

In the direct communication, low cost, speed and volatility, as well as the risk of lack of supervision and education of those holding high administrative positions, must be weighted against the existing project institutions.

There have been attempts to combine both types of communication and discovery of intermediate solutions to exploit the advantages of each process. Thus, numerous mixed types have been obtained, which Acker distinguishes as follows:

- Direct communication with subsequent informal notification to the competent administrative position
- Direct communication with precise reference to the administrative position

- Communication through administrative positions with constant or occasional except approvals for direct communication

#### INDIRECT COMMUNICATION PATH

Indirect path occurs when communication between two positions takes place in such a way that runs through a third at least position (head position). If the communication is performed in a way that hierarchy is kept, without gaps, then the communication route follows the prescribed service road or the scale of the administrative ranks. The full indirect communication is rigid and cumbersome, but for this reason it is accurate and comprehensive.

#### COMMUNICATION SKILLS AS ESSENTIAL SKILLS FOR BUSINESS ADMINISTRATION

The communication skills are one of the three categories of the necessary skills for organizations administration and are classified as follows:

- Communication skills: they influence significantly the cooperation of the managers with the other staff of the organization. They are social skills and concentrate on relations between people and on communicating business objectives by the managers to the project team. These abilities include the power



for motivation of the project team and the leadership skills of the managers.

- Administrative and conceptual/synthetic skills: they include the abilities of a manager to recognize complex and dynamic situations and to be able to synthesize various conflicts on the project.
- Technical capabilities: they include skills for implementation of specialized projects including any methodology or process. For example, the managers of the promotion and marketing of products should be aware of the pricing, research and sales of products methods.

For those who are managers of a project team, the skill to talk, hear, read and write are of vital importance. Manager's context and work lie literally in the language and communication. Manager interacts continuously with other people with meetings, interviews and discussions. Manager is occupied with reading reports, memos, letters, official documents and studies. The upper and middle level managers spend 60-80% of their working time in communications.

Thus, the head is responsible:

- To communicate with superior and other colleagues
- To maintain a satisfactory communication system between manager and the project team under manager's authority. A head can transfer a part of his responsibilities to the experts of the organization. The transfer however of the entire responsibility is not possible since it would mean that he cannot be a leader because leadership is performed through communication.

When the manager maintains a good communication system within manager's team, it is possible, when connected to other departments of the organization, to restore a full communication network including all departments and members of the organization, resulting in the preservation of good communication within the entire organization.

THE TWO WAYS RELATIONSHIP BETWEEN ORGANIZATION AND COMMUNICATION

Between organization and communication there is a two ways relationship, i.e., communicating implies organizing and vice versa. Perhaps the most comprehensive view is given by Chester Barnard since the mid '30, when he states that in "a analytical theory of organization, communication should be central, because structure, extent and objectives of an organization are almost exclusively defined by the communication techniques".

The publications listed in the "organizational communication" not only limit the scope of organizations in this of businesses, but give an applied or practical connotation in the processes of "Handling" and "planning" of communication. In other worlds, the term "organizational" communication tends to hire an applied research direction covering some techniques of the oral and written speech used in public relations and advertising. These techniques designed either to regulate efficiently the relations between companies and their audience, or to promote and highlight specific products or services in the market for advertising purposes. Such an approach reduces greatly the range of expressions that can be hired by the organizational communication.

The confusion over the meaning of the term but also the practical feasibility is further increased on one hand by the achievements and applications of technologies in the sector of communication, which provide much higher connectivity and transmission of information and on the other by the rapid development of broadcast media during the last decade. Communication has become a term "passport" to the modernization and modernity, thus meaning everything for the projects.

Modern researches realize that the use of new technologies in the organizations has brought significant changes in the organizational communication model. For example the use of personal computers differentiates first, the very bureaucratic approach to documenting, second it removes largely the secrecy and selective flow of information that creates relations with the authorities and third, it creates new bases for the intra-organizational communication practices forming new communication codes requiring higher educational level and specialization. It is obvious that the trend of the last years puts the organizational communication as a field of knowledge in the center of future developments in the sector of organizations.

The definitions set forth in the relative literature have a very general character as for example the

definition suggested by Goldhaber: "Organizational communication is the manufacturing and messaging process within a network of independent relations aiming to handle the environmental uncertainty".

Kreps suggests the following definition

"Organizational communication is the process during which the members of an organization acquire relevant information referring to the organization and the changes occurring there under".

The information becomes an increasingly essential resource for the operation of any organization and the dissemination of information in worldwide level requires more organization and the organizations that produce, manage and deliver it all over the world dispose a powerful incentive that can connect communication and organization with closer ties. This fact will contribute so as the organizational communication cannot be described any more as a discipline without scientific field.

An essential prerequisite to develop scientific field is theoretical and empirical studies to go beyond the narrow limits set by the administration of the organization, but to deal with the current needs and questions set by the modern organization, where the new

codes of the linguistic communication are more simple and adapted to practical applications.

This new status is affecting largely the relations between the subject of communication with the organization (f.e. communication codes for services offered through the Internet, direct connection for banking transactions, wireless communication in various professional branches, etc)

#### COMMUNICATION AND PUBLIC RELATIONS

Public relations are designed to approach the organization with the (buying) public with related activities such as the presentation of products and program, as well as various events, through which the organization wins mainly in a particular kind of "feedback" following discussions with the public, remodeling its design. Main objective of the public relations is of course the influence of partners and customers with the ultimate goal to increase sales and profit.

In large enterprises the department of public relations forms an independent section, sometimes independent in the overall organization chart of the organization and sometimes in dependence with some other section (either directly to the general director or the

section of marketing). An indicative organization chart of the same section could include the head of the department, the communication supervisor, the responsible person for the communication with the press, the communication partners (internal or external), the heads of the regional managers of the organization, etc.

The schedule of the department may include fixed policies (selection of design and operation modes, long-term goals, etc), programmes (sponsorships) or campaigns (events, projects, etc). The groups of people who typically are addressed are the following:

- The project team
- The shareholders and investors
- the organization partners (suppliers, vendors, etc)
- the consumers (buyers)
- media and
- Community/region where the headquarters of the organization are located.
- The database including all potential receivers of the program

- The record of actual events with the implementation studies
- The events (invitations, organization, etc)
- The lectures and seminars
- The press conferences
- The sponsorships
- The lobbying (mediation and influence policy of individuals and groups having authority and considered to be useful for the development of the organization as for example politicians, unions, strong personalities, organizations, and associations.
- Press releases, newsletters, etc.
- The gadgets, presents, advertising products, advertizing envelopes, etc., telephone and personal communication.

The staff of the public relations team assists to the effective communication of the organization. They are aware of what the project team thinks in all ranks in all and the extent they influence the organization, they inform the administration properly, responsibly and



effectively and ensure the establishment and improvement of a confidence climate in a permanent, long-term basis.

The communication of the management of the organizations with the project team of the public relations should include:

- sincere cooperation
- substantive recommendations that will help the team to perform more
- clear plans for all programmes and policies
- Up-dating and information for both the public opinion of the Economic Unit before taking serious decisions and after their implementation on the response or reaction of the public.
- Clear plans for programmes and policies
- Proper Budget to help the scheduled project
- Up-dating of the organization members in a fair and objective manner on the provisions, career opportunities and various topics
- Up-dating of the public on the activities of the organization

Often attempts of a middle or high rank executive to directly contact the team of a project or organization is negative for at least two specific reasons: first, the speaker does not have the required ease in the use of oral language as a speaker in front of a large audience (in other words despite any administrative skills or technical knowledge, this person is not a good "speaker") and second, due to unfavorable psychological conditions, a "personal, direct contact" risks to be translated in a live recrimination and quarrel that destroy any potential positive element expected from a sincere face to face communication between the administration and the team.

That's why the persons undertaking tasks as Directors of Public Relations in an organization, should have communicative activities related to "education" of middle and higher executives in the sectors of communication, i.e., public appearances, press conferences or/and participation in broadcasting programmes. The training should take place only in cases where the Public Relations executive has the necessary cultural blending of personal experience and personal talent to do so. Otherwise, such an effort will create excessive psychological burden in a person capable to be responsible for the sector of Public Relations but does

not have the appropriate experience and talent in communication.

Communication in organizations needs to provide accurate information accompanied by the relative emotional nuances to all members who need and use it. This is valid, provided there is no too much information in the system, or incomplete information and is clear who will use the information and how. But such a model-standard of information flow is almost utopian in modern, complex, multidimensional and figured organizations.

**CHAPTER 3**

ANALYSIS AND SOLVING COMMUNICATION PROBLEMS

The problems arising when transmitting information from the management to the project team are not at all simple and many ways have been developed to encourage a dual flow of events, ideas and opinions. However, the attitude of those sending and receiving this information may be so great as the ways of communication. The failure in communication is the central problem in many organizations, with symptoms such as: failure to deliver goods within a specific deadline, poor relations between managers and employees resulting even in long strikes. Many times an administrative problem may be due to various causes. But the failure of communication is the most important. Failures of this kind are also important in everyday problems such as: low employee morale, poor cooperation between departments, poor quality, doubling efforts, a lot of complaints and low performance.

CAUSES OF INEFFECTIVE COMMUNICATION

Organizational barriers exist at every step of the communication process in the organization. Among them are the following:

- Low motivation and interest: many messages never reach the goal because the targeted addressee has not been motivated to listen to the message or the manager is not interested.
- Inappropriate language without ease of motivation
- Filtering and change of information in order to become more accepted by the recipient.
- Excessive amount of information tiring the project team when receiving so much information
- Problems of electronic communication

- o One obstacle is that the e-mail is impersonal.

Usually in practice, obstacles operate as filters meaning that they do not allow all information to pass from one level to another, forming a deficiency in the communications system.

Many people equate the "understanding of the message" with accepting or even agreeing with it. In these cases, the sender of the message thinks that the recipient has no understanding or is not susceptible to communication.

It is wrongly believed that good communication is accepting a message or an idea or the objective of the sender. This is not scientifically accepted because understanding a message does not necessarily mean acceptance. This error is committed by many entrepreneurs and managers when they think that their partners agree with their commands when they understand them and even more when they accept them. That's why the inter-organizational communication requires simplicity, fullness and shortness of messages. The partner must fully understand the information so that it becomes a useful tool to achieve goals and not to create confusion of the teams referring to the objectives of the leadership.

A key organization barrier is created when someone is omitted from the communication chain. This fact has the effect of undermining the moral of the ignored person, which creates further negative emotions resulting in non-cooperation.

Another obstacle is uncompleted communication. Given that the sender of a message is fully aware of its meaning (usually the supervisor), it is easy to oversimplify it and not being specific. The recipient (usually the subordinate) is left alone to understand what is requested and when incorrectly perceives the message and the results expected by the sender are not achieved, there is a tendency to blame the manager, especially if manager is a subordinate. The final result is usually to create rift between two people who are supposed to work together to achieve results.

Another obstacle stems from poor working relations. Two people not fully aware of all principles and concepts of the effective communication cannot communicate unless they socialize with each other or if there is lack of appreciation of each other.

A final obstacle is the communication of "the last minute". Effective communication must precede actions or events. Delayed communication is usually accompanied by pressure to achieve some results and in such a case rarely complete cooperation is achieved.

The problems referring to communication channels can be addressed by introducing new and improved communication systems. The failure of analyzing and solving communication problems can be overcome by special

training and education of all project team, but mainly of the heads and members of the administration of each organization. The communication is considered effective when it leads to change in the behavior of the recipient (knowledge, attitude, actions) that the sender intended to reach. This is not always possible, because noise interferes in the communication process (any interference complicates communication) or deliberate or unintentional misrepresentations occur, which may come from a variety of reasons.

Filtering a message is not necessarily desirable, but just after successive retransmissions of the message; some items are deleted resulting in retransmission with reduced content. But there are cases where filtering of a message is deliberate. In each organization there are people called "gatekeepers" who interfere between upper ranks and decide what to transmit or not in both directions.

In such cases we have the so-called "MUM phenomenon", from the initials of the English words "minimize unpleasant messages" (Rosen & Tesser, 1970). In this case the intermediate relays delete from the message the data they feel that would annoy the individual or group to whom the message is addressed. This is a well known phenomenon in which some information stop in the



lobby of important persons and never reaches them intact. The same thing can happen in reverse process, when a message is addressed from the higher to the lower level and the intermediate care to "gild the pill".

Another cause of distortion of messages or bad communication is the differences in status and position between the communicating project team. The upper and lower levels of an organization usually differ in their perspective. The upper levels have often a longer-term perspective (Rossen, S., & Tesser, A. 1970). Reluctance to communicate undesirable information: The Mum effect. *Sociometry*, 33, 253-263), while the lower levels focus on the direct effect ("here and now").

Moreover, the distance separating the sender from the recipient of the message (f.e. different buildings or floors) can cause problems in communication.

A key recommendation for effective communication - to the senior's executive mainly - is to seek direct personal contact, to encourage their subordinates to contact them, to discuss their problems with them. However, a policy of open communication can create a lot of problems to the senior executive who may meet in his office every day a lot of persons who want to talk with him, during phone calls or meetings.

The problem can be solved if the managers seek to have personal contacts as often as possible with other executives and subordinates. This is also facilitated by the "open" design of the workplaces.

The most interesting element in the process of the "bureaucratic communication" is the gradual assimilation of the rules by the subjects that involves a high degree of predictability in the behavior and relative rigidity in thinking. The principle of the typical, neutral treatment of the issues that the organization faces, leads to impersonal, inflexible behaviors which the non-members (f.e. clients, public, etc) feel as distant or "irrational", as long as diversion margins are not provided in the interpretation of the rules. Often, hostility is experienced referring to everyday life, given that the bureaucratic system does not provide handling of non-typical situations, exceptions, etc. The reactions of the citizens to a rigid, formalistic response are well known, for example of a state agency and the negative content that the concept of bureaucracy and its performances in the everyday vocabulary has taken, is no longer surprising.

The expertise of bureaucrats in jobs which usually hold for a long time, combined with the standard rules can create communication problems mainly between

colleagues. A major cause of imperfect communication is the overloading of the channels with information. That's why many managers, supervisors and others often complain about the plethora of reports that arrive daily in their offices.

Chapter 4

CONSEQUENCES OF INEFFECTIVE COMMUNICATION

The most important impacts from an ineffective communication are the lack of sufficient understanding, the lack of motivation capabilities of the staff, insecurity, conflicts and failure to take good decisions.

Miller points out seven possible outcomes resulting from overloading. These are the following:

- Failure: a temporary inability of the manager to process some information
- Error: the manager may draw erroneous information
- Accumulation: the manager delays to answer in periods of congestion
- Filtering: the manager forgets to process information of a specific type.
- Generalization: the manager summarizes some information
- Multiple channels: separation of executives in groups for processing of certain information as may occur with decentralization.
- Abandon: the director leaves the job

RESPONDING TO COMMUNICATION ERRORS

EDUCATION AND TRAINING

Education and training programmes for the managers in all ranks are required in order to foster the concept that education is a significant element of the management and to ensure that the primary factor to be taken into account, when making decisions, is how, where and with whom the communication should take place. Real contact takes place when a person transmits a message to another and hears his response. Typical paths of communication should of course exist, but their effectiveness depends on the attitudes, skills and enthusiasm of those responsible for the use of the system.

The transmitters of information should know the obstacles in communication and have the perception and analysis capability needed to overcome them. They should attend training seminars on specific skills in speaking, writing, updating and hearing. The training in many of these skills can be achieved through traditional lessons.

Special attention however should be given to group exercises and role play to enable people to practice and develop their skills.

The sensitivity training is a method helping the person to understand better what opportunities has to impact people and how they hear what manager has to tell

them. The sensitivity training, as indicated by its name, increases the sensitivity of people regarding the influence into others and provides them with tools to analyze the developed interactions when people work together.

Most obstacles to communication can be overcome

Some tactics to overcome these obstacles are:

- Understanding of the recipient, ability to see things like another person or "be in the shoes" of another person
- Use of two ways communication
- Integration with common vocabulary. The various sections can preserve their professional language and their own concepts but they should be integrated through a common language.
- Increase audio capabilities
- Intelligent use of technology
- Improvement of communication of an executive with his subordinates

Hoy and Miskel give eight directives-proposals which as they believe, can improve the communication of a director with his subordinates:

- Setting objectives: Let's assume that the manager has an idea or information, which he wants to convey to the project team. The first step is to determine the purpose of putting this information in the communication channel.
- Identify the audience: the characteristics of the recipients affect the meaning of the message in the communication. Thus, encodings and means must be used depending on the teams for which the communication is intended.
- Configuration of communication: The encoding of a message must be done in a way that it fits the relationship between the sender and the recipient aiming to eventually reduce the distortion from the recipient.
- Definition of the medium: (communication means and channels): The message may be sent through different verbal means, such as orally, meeting face to face or by letter. This planning is essential for good communication.
- Determination of mutual interest: to communicate effectively, the stimulus should be able to be accepted by the recipient. Acceptance is a normal phenomenon, based on; inter alias, the needs and

motives of the recipient and the noise and environmental conditions of the organization. (Hoy W., and Miskel C., Educational Administration: Theory, Research and Practice, New York, Random House, 1978).

- Time: the message must be given in the most appropriate time in order to have a major psychological impact.
- Volume: the communication channels are easily overloaded, both verbally and on paper. The number of information should be reduced as much as possible.
- Measurement of results: the use of feedback is the most important method for improving communication. Control of performance and corrections where needed should be carried out.



AIMING TO AN EFFECTIVE COMMUNICATION

These specific problems arising in dealing with employees due to communication failures or intensifying due to poor communication should be carefully analyzed to find what wrong happened and what should be done to remedy the situation. These problems could be one or more of those listed above, including lack of proper communication channels, devaluation of the need to communicate and lack of skills to overcome significant communication barriers.

Overcoming barriers to communication can be a project without results for a long time. The communication can be fruitful only in a climate of trust and cooperation. The sudden shift to a philosophy of "good communication" which leads to an extensive campaign of communication development will not reverse a bad in a short time. Trust and understanding should be built by sustained long-term efforts during which the administration shows that believes truly in the need to give explanations to the team and to listen carefully to the issues they concern them.

Communication problems resulting from the size of the organization can be limited reducing the number of administrative levels and the time control, ensuring that the activities will be grouped according to the ease with

which the two-ways communication takes place, and decentralizing the authority in smaller, independent and responsible units.

Moreover, appropriate informality should be encouraged in relation to the structure, while organizational development programmes can be used to enhance trust and understanding. Techniques can even be used, such as media groups to spread more effectively communication by the spoken word throughout the enterprise. Result of not good communication is the reduced effectiveness of work and consequently the cost increase, but this is not immediately evident. This involves professional knowledge for better communication, i.e., in depth knowledge of the data obtained by surveys and long-term experience. With effective communication, greater willingness to work and cooperation is achieved because:

- Dignity, sense of security, social harmony and coexistence are developed
- Mitigation of conflicts between project team and organizations
- Greater capacity for effective work
- Faster and more precise transmission of information from inside to outside etc.

Responsibility of every manager is trying to achieve the objectives set at the lower cost using the available resources. In doing so, an important role plays the communication that has developed particularly with his colleagues. In business practice the intention does not count, but the result. No strategy and no objective cannot have a chance of success if not understood and accepted by those who have to implement them. And in this, communication plays a key role. Because communication does not only mean the establishment of a typical intra or extra - enterprise operational feedback form, but parallel operation of proper planning, appropriate medium, understandable message and also personal example.

In the design of communication with the subordinates, managers should take into account that honesty in the transmission of information or lack of it will quickly appear. If management has always been fair and honest in dealing with the employees, communication is likely to become acceptable.

The American Management Association (A.M.A.) has published a table on the effective communication in the company, titled "10 Commandments for Good Communication".

These are:

- Clarification of thoughts before making the communication
- Priority to the study of the purpose for which the communication is made
- Understanding of the natural and human environment referring to communication
- The design of communication is based also on the contribution of other persons related to the events.
- Estimate of satisfaction and underlying of the transmitted information
- Communication based on the help or value for the recipient of the information
- Effective communication requires follow up
- Transmitted information through communication should be important both in short and long term
- The follow up Actions should be consistent with the communication purpose
- The communicating person should be a good listener.

Achieving good results, the communication should be considered as a strategic issue that needs planning, development and control based on the understanding of conditions, problems and needs of each member of the organization. Here are some of the basic principles included in the process of effective communication.

- Clarification of thoughts before communicating: to do this, the manager should take into consideration the composition of the audience in terms of education, experience, mental or emotional state.
- Identification of communication objectives: the manager should not aim to achieve several goals through a single message. Depending on what he wants to achieve through communication, he should form the content and the method and means of the transmission message, etc.
- Understanding of the environmental conditions under which the communication takes place: such circumstances are the proper transmission timing and the working and personal relations, etc., who play an important role in the understanding and acceptance of a message.
- Communication is not just the message: for the effectiveness of the communication an important role

is played not only by the content of the message, but also other elements, such as the proper performance, tone of voice, loyalty to the intended goal, use of understandable examples, etc.

- Avoid use of excessive expressions: the message does not impress with excesses but with consistency and reliability of its content.
- Connection with the real objectives: several managers try to translate the goals they want to achieve severing them from the status quo. This intention will not work because in this way a gap between reality and objectives is created and the recipient believes that this may be impossible. The connection of today with tomorrow and of the current situation with the objective must be fully understood,
- Communication is not only transmittance but also acceptance: what should be of interest for a manager is not just what he wants to convey by a message, but also what other people want to convey. There is probably no greater benefit for the sender than to understand the real "want" of his audience.
- Interest to accept a message: a manager should be not only interested just in the transmission of a

message, but also in the degree of acceptance by other workers. This enables the manager-sender of a message to make the necessary moves next time.

- Filtration: the manager must have good judgment and ability to filter and select from many messages he receives the most important and most necessary for the job. Moreover, he should try to understand and elicit what message would be considered important by his colleagues. So, he will be able to construct the appropriate message format and communication form and therefore to contact effectively his audience and achieve his goals.
- Acceptance of the leader: in business, acceptance of one person as a leader by his colleagues creates a contagion and "enforcement" of his policy advantage. This acceptance is the result of good communication policy exercise, but also of the possibility by his associates to decode the sense of leader that his personality inspires.

EPILOGUE

An organization cannot operate smoothly proper without communication. However, an efficient organization must not possess any system of communication but a good communication system. If failures occur in the organizational communication sector, for example disagreements between the organizational and communication structures or between the communication requirements of the positions and the holders of these positions, then these communication failures, due to the great importance of communication in the overall organization efficiency and success, affect negatively the overall effort of the organization to achieve its goals. Despite this interdependence, the importance of the organizational communication became the object of investigation since the communication techniques and telecommunications developed considerably, especially during the recent years.

This can be explained as follows:

First, communication is a characteristic phenomenon of interpersonal relations. Thus, within the Business Administration Science an effective mode of communication is undoubtedly a prerequisite for establishing organizations. On the other hand, the communication lacks a simplified observation of individual components, such



as in a structure. The effects and results of communication can be described only in network models. The arising measurement problems, affect directly the evaluation of communication as a variable in shaping the organization. So, for example, installing a teleconference system for the success of a company, cannot be properly evaluated as long as there is no a similar network structure in the interorganizational sector.

If the importance of communication for an organization has to be evaluated properly, then, based on the all the aforementioned, a qualitative and quantitative analysis of communication must precede. With such an analysis, the communication needs of the organization members that are necessary to every social relation can be taken into account during establishment of the organization, as reflected in the implementation of the duties of managers. An inefficient and inappropriate solution of the problem of organizational communication can charge and affect negatively the overall efficiency of the organization.

The organizational communication refers to the information flow in all organizational levels. This implies the existence and operation of a communication structure or network in the organization. Assuming the

existence of an effective development of the organization, the organizational structures should be determined based on the segmentation tasks. At this point it is recommended to take into account the experience and knowledge of the team communication and the real fact that communication should be subject to a constant differentiation. The person responsible for the typical structure of communication should take into consideration this dynamic. The formal communication should not be opposed to the informal communication or be included in it, but to strengthen and support a bidirectional flow. If formal and informal communications are inconsistent, this will lead to communication interruptions and distortions and thus, negatively charge the communicative or organizational climate.

Any community that tries to achieve a common goal though division of labor has the need of communication as an essential element for both its existence and achievement of its objectives. Thus, organizational communication refers to the Presentation, Formulation and Configuration of development and flow of communication processes in business.

To avoid communication disruptions and distortions and ensure a smooth information exchange between all

levels, it is necessary and appropriate for all member of the organization to be willing and ready for effective cooperation. This can be achieved only through support measures aiming at the continuous education and development of the organization. At individual level, there are often problems in understanding (actual dimension of Semiotics). The effective communication requires coincidence in the understanding of the Language and Intent of the participants of the communication. This should be taken into account when hiring and placement of partners. Depending on the importance of communication for the implementation tasks, great attention should also be paid to a comparative possibility of information process related to the communicative partners.

Limits should be set in the formation of the organizational communication in a continuously changing environment with dynamically developing network structures. First, because, future, uncertain situations should be predicted by every formal measure and second because each member of the organization is not only embedded to the organizational communication structure but constitutes also an integral part of other communication forms, which affect in turn the person and his behavior within the company. In a designed schedule of the organizational communication, this is taken into

account and is achieved through an appropriate and open formation of the communication system.

Communication exists in every process of the organization. Barnard suggested that the first duty of the manager is to create a good communication between the members of the organization. Communication is necessary for an effective decision making. First because communication is the medium conveying information related to decision making and second because it is fundamental for the implementation of these decisions. Communication, whether written or oral, formal or informal is guided by some purposes within the organization. Communication plays a very important role in the operation of the organizations, since it affects directly all administrative functions, and is an activity in which the employees, managers, clients and other persons, utilize the available information. The success of the operating procedures of the organization depends also on the effective communication.

Communication facilitates the actions of the administration, but is not the only means to exercise good management. But it is a necessity in business and one of the serious human needs. The art of effective information exchange completed with the establishment of understanding between two or more persons constitutes a

significant element for the activity of each member in an organization. Today, as the "human relations" sector in the workplace is increasingly characterized by administrative spirit; good communication is an essential weapon of each supervisor.

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