

# GEB FINAL EXAM STUDY GUIDE

## Chapter 1 – Communication in Business

- **Communication:** the process of exchanging information and meaning between or among individuals through a common system of symbols, signs, and behavior.
  - Managers spend 60-80 percent of their time involved in communication
  - A major value of communication is to help people feel good about themselves and their organizations
  - There basic purposes:
    - To inform
    - To persuade
    - To entertain
- The communication process
  - We all know that every message isn't received/ interpreted the way we mean for it to so we have to focus on how to design of the initial message effectively and to be prepared to intervene at the appropriate time to ensure that the message received is on target
  - **Encoding:** the process of selecting and organizing a message
  - **Decoding:** the process of interpreting a message
  - The steps:
    1. The sender encodes the message
      - Carefully design a message by selecting (1) words that clearly convey the message and (2) non-verbal signals that reinforce the verbal message [gestures, posture, facial expression, etc]
    2. The sender selects the channel and transmits the message
      - **Three communication channels:**
        - Two-way face-to-face
        - Two-way, Not face-to-face
        - One-way, not face-to-face
      - Selecting a wrong channel can cause your message to be misunderstood
      - Written documents are required when legal matters are involved and writing records must be retained
    3. The receiver decodes the message
      - This is the destination of the message
      - Receiver's task is to interpret the senders message both verbal and non-verbal
      - Problems occur:
        - Words that are not in their vocabulary
        - Intimidation by position or authority
        - Prejudges the topic as too boring
        - Close-minded people

4. The receiver encodes the message to clarify
    - **Feedback:** a receiver's response to a sender's message
      - Can be verbal or nonverbal
  5. Interferences hinder the process
    - **Interferences:** also called barriers; numerous factors that hinder the communication process
    - **Ex:**
      - Differences in educational level, experiences, culture
      - Noisy environment, mental distractions
- It's a constant circle
  - Communication with an organization
    - Organizational communication: is concerned with the movement of information within the company structure
    - Some communication flows are planned and structured; others are not.
    - Formal vs. informal
      - **Formal communication channel:** a channel of communication typified by the formal organization chart; dictated by the technical, political, and economic environment of the organization.
        - To define individual and group relationships and to specify lines of responsibility
        - People are required to work in certain ways to get work done
        - *Usually identified as a bureaucracy*
      - **Informal communication channel:** a channel of communication that continuously develops as people interact within the formal system to accommodate their social and psychological needs
    - **Grapevine:** (rumor mill) the best-known component of the informal communication system
      - Speedy but inaccurate
      - Myth: that it goes person to person until it reaches the last person
        - It actually is a network, like a spider web
      - Has no single, consistent source
    - An informal communication system will emerge from even the most carefully designed formal system
      - A good manager will learn to use this to his advantage, rather than ignore it
    - Directions for communication flow
      - Can be:
        - **Downward:** flows from supervisor to employee, from policy makers to operating personnel, or from top to bottom
          - People at high levels in the org have greater knowledge of the org and its goals

- Both spoken and written messages become larger as they move downward through the levels
          - The expansion results from attempts to prevent distortion and is more noticeable in written messages
      - **Upward:** generally a response to the requests from supervisors
        - Is primarily feedback to requests and actions of supervisors
        - Can be misleading because lower level employees often tell their superiors what they think the superiors want to hear → contradicting their true observations and perceptions
        - Risk to an employee and is dependent on trust in the supervisor
      - **Horizontal:** interactions between organizational units on the same hierarchical level
        - The primary interaction
  - Levels of communication:
    - **Internal messages:** messages intended for recipients within the organization
    - **External messages:** messages directed to recipients outside the organization
    - Five levels of communication
      1. **Intrapersonal:** communication within oneself
        - not considered by some to be true communication as it does not involve a separate sender and receiver
        - ex: individual reminding himself of tasks to complete or daily schedule
      2. **Interpersonal:** communication between two people
        - Goals are to accomplish task confronting them, and to feel better about themselves and each other because of their interaction
        - Ex: supervisor and subordinate; two coworkers
      3. **Group:** communication among more than two people
        - Goal of achieving greater output than individual efforts could produce
        - Ex: committee; college class
      4. **Organizational:** groups combined in such a way that large tasks can be accomplished
        - Goal of providing adequate structure for groups to achieve their purposes
        - Ex: company; organization
      5. **Public:** the organization reaching out to its public to reach its goals
        - Goal of reaching many with the same message
        - Ex: media advertisement; website communication
- Strategic forces
  1. Legal and ethical