

**제 9주 1시간**

# **Communication**

2006. 10.31

# Communication

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## Absolute necessity

when more than one person are involved!

Roy says :

1. Communication is the major part of all human intercourse. It should exist if an organization is to function.

Send	Upward	One way	Tell	Executive	Scope
Receive	Downward	Two way	Listen	Employee	Depth

# Communication

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## 2. Communication Theory - Idea of Bits.

(You may need a recitation class)

Information Theory

Signal Detection Theory

(Speech Communication)

Given information is presented.

What would you do in order to maximize the transmitted amount of information?

# Communication

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## ※ Allow for Questions

1. Under conditions where questions are “safe”.
2. No time constraints.
3. Let everyone hear questions and answers.
4. Knowledge plays an important role at a time when information is received.
5. Redundancy

# Some Limits to Global Communication

- Time of day: "Isn't she sleeping?"
- Language: "dk└ fje아룻ΩÃχ鷄垃變(???)"
- Social Value
- Ethics Code
- Culture
- Telecom Infra: "How can I reach Africa?"
- Real Time Communication
- Device : "How many people use it?"
- Demand: "Is it necessary to me?"
- Intelligence Level
- Technical Jargon: 40% of Communication

# Two Types of Communication (1/5)

## 1. Formal Communication (written)

A. Graduate program bulletin, or apartment bulletin board.

### B. Letters & memoranda

- ① audience is usually small
- ② historical value (when transmitted in a closed loop).
- ③ two parties don't have to be together
- ④ relatively expensive \$/letter
- ⑤ second best system (1<sup>st</sup> - verbal communication)

### C. Verbal

- ① Formal meeting.
- ② Formal presentation.

# Two Types of Communication (2/5)

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## 2. Informal Communication

### A. Verbal

#### a. desirable because

- ① fast.
- ② Provides feedback of a "safe" nature  
(i.e. right to accept or reject)

#### b. undesirable because

- ① inaccurate
- ② can be used for own ends
- ③ A powerful tool - information leader

# Two Types of Communication (3/5)

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## **B. Controls Expectations**

**- to advantage of person communicating information**

## **C. Allows gaining information**

**& putting out “feelers” not otherwise available.**

**i.e. broaden the scope of feedback**



# Two Types of Communication (4/5)

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**Now, we know that informal communication could be more Important than formal communication.**

**Then, how are administrators/managers utilizing it?**

**They do not use it well. Why?**

# Two Types of Communication (5/5)

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**They do not use it well. Why?**

- A. He used to act too formally.**
- B. Social aspects of organization have lot to do with how organization is being run.**
- C. Ability to work well with other people depends on informal communication. Now, how were they promoted?**
- D. Social and informal aspects are important to the individual. So?**

# Disadvantages of Informal Communication

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- 1. Organization goal or individual goal?**
- 2. Should be “fact oriented”, but tends to be “friendliness oriented?”**
- 3. Discourage frankness.**
- 4. Tool for personal goal.**
- 5. Could be inaccurate/biased.**

# Disadvantages of Informal Communication

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**Ex.) Look up “Hawthorn Effect”**

**- Where**

**① wage incentive did not motivate  
→ Theory X didn't work.**

**② working condition did not motivate  
people.**

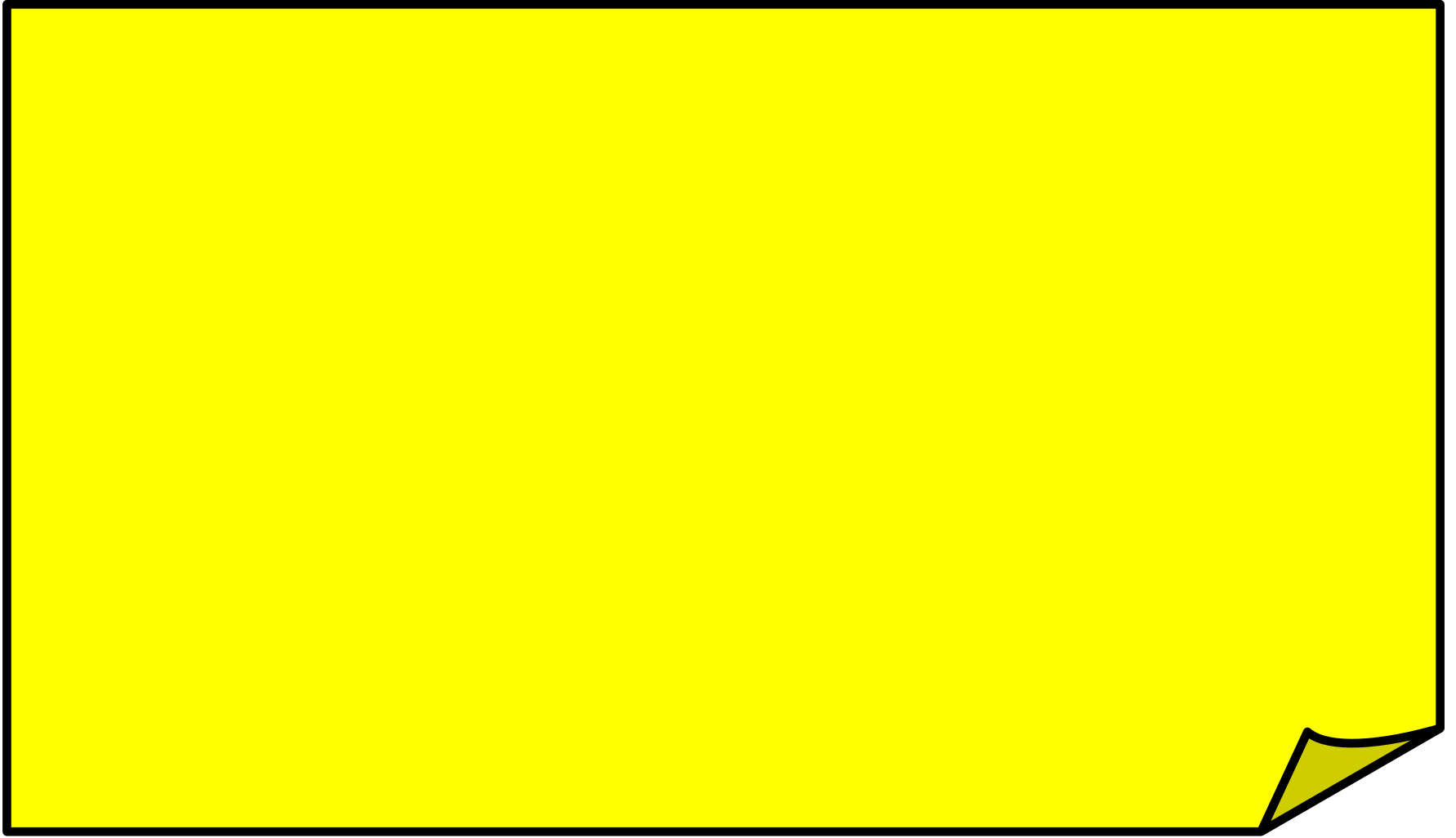
**- felt responsibility**

**① participation of decision making.**

**② change in nature of themselves.**

# 제 9주 제 1시간 정리

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**제 9주 2시간**

# **Communication**

2006. 11. 2

# Classification of Communication (1/2)

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## 1. Oral

- understanding, narrow in scope,
- limited depth in oral communication
- secret → secret

(let him/her lose something if he/she opens it)

- secret in a boundary - not secret

2. Memoranda & letters in large organization  
skip not more than 1 link of authority. If you  
skip too often, informal authority is built up.

# Classification of Communication (2/2)

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## 3. Paper flow

: file - focal center of organization

## 4. Records & Reports

- vital part of formal communication
- decision on "What is to be communicated?"

You are expected to make records & reports.

## 5. Manuals

- directly concern with permanent application.
- at minimum knowledge level.
- to increase the centralization in decision making.



# General Fallacy of Communication

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- 1. by telling**
- 2. executive dominance of communication**
  - one way**
- 3. counter forces when restraints are removed**
  - ex. Labor Union**
- 4. administrator should be aware of the restraints upon his subordinates - should listen**
- 5. Complaints? Response? Or Criticism?**
- 6. Set up communication channel**

# Variety of Communication Devices (1/3)

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- 1. Need consists only of telling.**
- 2. Need consists only of listening.**
- 3. Communication of decision before action equates to sharing authority.**

**Typical administrator's behavior - bosses do all the talking**

**Why?**

# Variety of Communication Devices (2/3)

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## Why?

**Tendency for superior to do most of the talking due to :**

- 1. have more to say - habits of orders, information, instruction, people like to say.**
- 2. human being prefer to talk rather than to listen.**
- 3. superior is less retrained in the content, nature, tone than his subordinates.**

# Variety of Communication Devices (3/3)

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**It is profitable to continue operation on product even though**

**there is little profit on that product.**

**Because overhead costs are spread out.**

# 제 9주 제 2시간 정리

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