

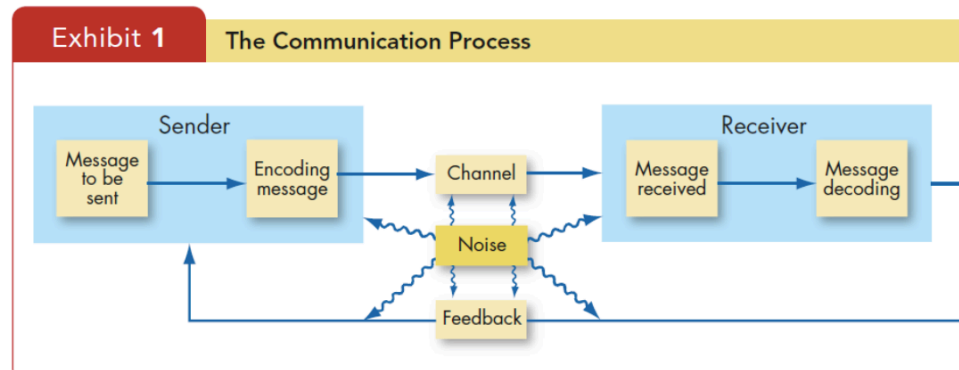
# MGMT2100 SEMESTER NOTES

## COMMUNICATION FOR BUSINESS INTRODUCTION

### INTRODUCTION

- Communication is “the transfer and understanding of meaning” (Robbins and Judge 2013)

### Transaction Model of Communication



### Nonverbal Communication

- Process by which individuals communicate without words
- Kinesics: Using the body to communicate
- Proxemics: Spatial relationships
  - Western culture 0.5-1m, larger is aloof and lesser is intrusive
- Haptics: Touch communicates emotions and trust
- Artefacts: Those things that adorn our bodies and environments
- Personal physical factors: How you look
- Paralanguage: Linguistic features other than words (eg. rate, pitch, intonations)
- Chromics: Time associated with communication (eg. length of a response, pause)

### Factors Affecting Nonverbal Communication

- Universal: all humans smile, frown and cry
- Cultural and sub cultural: such as nationality, gender, religion, professional, organisational
- Personal: unique to the individual

### Relationship between Verbal and Nonverbal Communication

- Repeating verbal messages – Eg. pointing for directions, using hand to show left/right directions
  - Body language reinforces verbal message
- Contradicting – Eg. avoiding eye contact while saying “I’m telling the truth” (note that this could be culturally determined)

- Body language contradicts what you're saying
- Substituting – Eg. signalling someone to sit down instead of saying it
- Complementing – Eg. hugging someone and smiling while saying “welcome back”
- Accentuating to emphasise a point – Eg. raising your voice

### **Graphical**

- Represents ideas, relationships or connections visually with shapes, diagrams and lines

### **Types of Communication**

- Intrapersonal: Communication with oneself through the process of thinking and feeling
- Interpersonal: Interaction between two people on a one-to-one basis or in small groups
- Public: Communication with a number of receivers at the same time (eg. staff newsletter)
- Mass: Transferring or transmitting a message to a larger group of people (eg. advertisements)

### **Context of Communication**

- The situation within which communication takes place:
  - Physical: tangible or concrete items in the environment
  - Social-psychological: Role and norms of society, emotional climate
  - Temporal: Time in history as well as the position in the sequence of events

### *Spiral of Silence Theory (Noelle-Neumann, 1974)*

- Ability to express opinions is fundamental to a democratic and egalitarian workplace
- Yet, there are employees that rarely speak up
- The spiral of silence theory:
  - Individuals that believe their opinion is shared by the majority will speak up
  - Individuals that believe their opinion is not shared by many are likely to remain silent
- Silence can reduce creativity in problem solving
- Managers need to encourage all employees to speak up (in public, private or anonymously)
- Fear of peers, not of management

### *CRITICAL THINKING AND EVIDENCE BASED MANAGEMENT*

#### **What is Critical Thinking?**

- Critical thinking considers possible viewpoints and results in interpretation, analysis and evaluation of evidence and the conclusions inferred from that evidence

- A critical thinker is skilled at articulating and evaluating arguments, and understanding how evidence supports or opposes a claim

### When to Apply Critical Thinking

- Critical thinking involves making judgements based on research and evaluations by:
  - Distinguishing between fact and opinion
  - Evaluating the validity of information sources
  - Analysing and challenging the observations, facts, inferences, assumptions and opinions in an argument
  - Evaluating the validity of particular theories and their application to particular situations
- A critical thinker is skilled at articulating and evaluating arguments, and understanding how evidence supports or opposes a claim

### A Tool for Critical Thinking: AREA

- Analysing
- Researching
- Evaluating
- Answering

### Analysis

Making connections between ideas, texts, frameworks and theories	Drawing inferences and making generalisations
Identifying assumptions	Establishing cause and effect
Making links between ideas	Comparing and contrasting
Forming opinions and arguments	Identifying problems and solutions
Making and supporting a claim	Analysing and classifying
Asking questions and challenging ideas	Problem solving, evaluating and weighing up
Observing facts, and comparing them with hypotheses and assumptions	Questioning and judging the validity of the source and the worth of evidence

- Where does the analysis come from? Do they have an agenda?
  - Eg. Report about red wine and health commissioned by a winemaker

### Assumptions and Evidence

- An assumption is an unstated belief that supports the explicit reasoning
- They are:
  - Hidden and unstated (in most cases)
  - Taken for granted
  - Influential in determining the conclusion
  - Potentially deceptive

### Correlation vs. Causality

- Correlation refers to association or relationship between two variables