

MGMT2100 Course Review

- Communication is 'the transfer and understanding of meaning' (Robbins and Judge 2013)
- Transaction model of communication depicts the process:
 - SENDER: message to be sent, encode the message
 - CHANNEL: verbal and non-verbal
 - RECEIVER: message received, decodes it
 - At any time, the communication process can be broken by NOISE.
 - FEEDBACK LOOP: from receiver, back to sender.

Week 1: Evidence-based management and communication theory

- Communication consists of:
 - **Content:** what the message is that you want to receive
 - **Method:**
 - **Verbal:** spoken and written
 - **Non-verbal communication:**
 - **Kinesics:** body language conveying certain meaning.
 - **Proxemics:** special distance between sender and receivers, shows the relationship.
 - **Haptics:** relates to touch e.g. hugging, handshaking. Research shows that touch conveys trust.
 - Artefacts:
 - Physical factors
 - Paralanguage
 - Chronemics
 - **Factors** affecting non-verbal communication:
 - **Universal:** emotive responses such as shock or happiness.
 - **Cultural and sub-cultural:** specific to different groups, for example Japanese people do not engage with eye contact.
 - Personal: specific to individuals
 - **Relationship** between verbal and non-verbal communication:
 - **Repeating:** using both methods to convey the same message. E.g. saying 'turn right' and pointing to the right with body language.
 - **Contradicting:** saying something, however, conveying the opposite with body language. Can be used to detect lying. E.g. saying to turn right, but playing with hands and no eye contact to indicate lying
 - **Substituting:** conveying meaning with non-verbal language without verbally saying it.
 - **Complementing:** 'I'm so glad you came to see me' then giving a hug.

- **Accentuating:** using verbal and non-verbal behaviour to emphasise the meaning of message.
- Types of communication:
 - Intrapersonal: occurs within a person as internal dialogue E.g. 'I can do this!'
 - Interpersonal: between people
 - Public: with an undefined amount of unknown people.
- Context:
 - Physical
 - Socio-psychological
 - Temporal: time, when do you speak up, when do you say certain things
- Verbal communication can be **formal** (via a document) and **informal** (gossip and rumours).
- Spiral theory of silence:
 - Fear of isolation
 - Assessment of public opinion
 - Withhold opinion
- **Critical thinking:**
 - Refer to facts and do not assume that the person is correct on face value.
 - Think about causality, rather than correlation. A CAUSES B to occur, rather than A and B occur together.
 - Reliability and validity of evidence.
 - Logical thinking to reach a conclusion.
 - Tool to use **AREA:**
 - Analysing
 - Researching
 - Evaluating
 - Answering
 - What is a **generalisation**? Drawing inferences and conclusions about an entire population based on a small sample.
 - A representative sample may give a more accurate depiction of characteristics.
 - **Reasoning** can be:
 - Inductive: building an idea without a base knowledge. Only have a broad question and come up with a theory after observing.
 - Deductive: testing whether the beginning set of ideas or theory are right using data.

Week 2: Finding and applying for a position

- **P-J Fit** (person job fit) -
- **P-O Fit** (person organisation fit) -
- Elements of a resume:
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- Types of resumes:
 - **Chronological** (if you are new to applying for a job), **functional** (only putting in specific experiences rather than all) and **target** (type of functional resume which is catered towards the specific job)

- Cover-letter elements:
 - Introduction, body, conclusion
 - Format
 - **Purpose:** not just a repeat of the resume, is more specific and tailored. Highlights the best aspects.
 - **AIDA** model: Attention, Interest, Desire, Action.

Week 3: Interviews and Persuasive Presentations

- Goals:
 - Gather information
 - Education
 - Establish fit
 - Allow applicants to present themselves

As a job applicant:

- What should you do before the interview?
 - Research
 - Be sure you have confidence
 - Power posing
- Types of interview:
 - Single
 - Series
 - Panel
- Types of interview questions:
 - Conversational
 - Case
 - Behavioural
 - Projective
 - Stress situations.
- Post interview: follow-up letter/email

As an interviewer:

- Prepare for the interview (guide: objectives, structure, question, notes)
- Conduct the interview: intro, body, wrap up
- **Common biases** that affect interviews:
 - confirmation bias
 - affective heuristic: very emotive response
 - anchoring: when you have incorrect or inconsistent criteria that you have to assess an applicant
 - intuition

Effective presentations

- Planning and preparation
- Structure: introduction, body, conclusion
- Manage first impressions: (1) how you enter the room (2) non-verbal cues in the first few minutes
- Impromptu speeches: point, reason, example, restate the point (PREP)