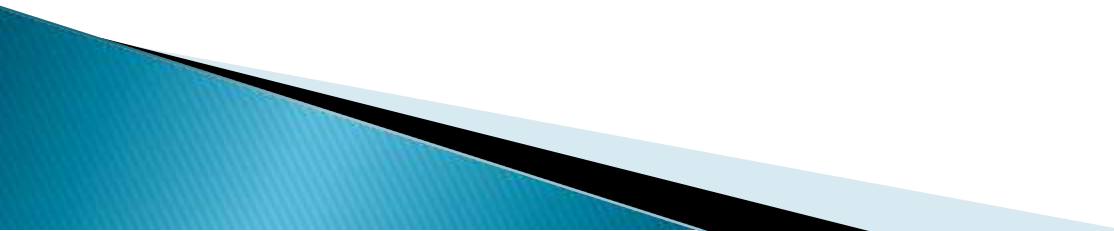


COMMUNICATION AND CONTROL

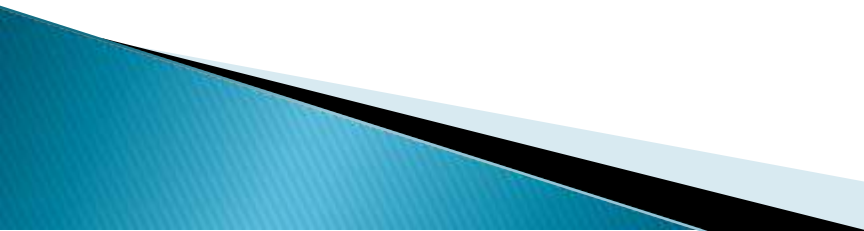
UNIT - 8



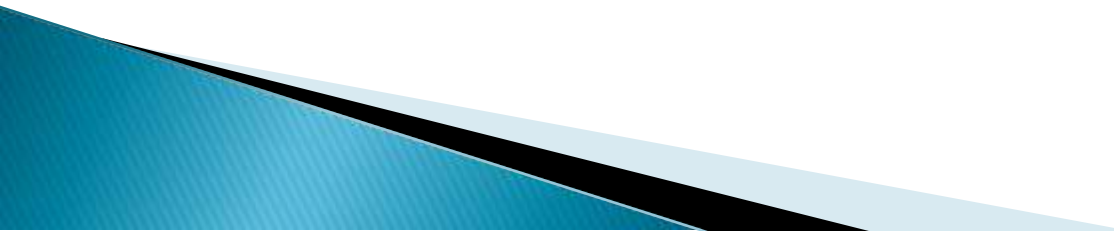
Learning Outcomes

- ▶ Meaning of business communication, communication process, parties involved in communication, communication barriers and their improvement, meaning, process and types of control, essentials of effective control system, control tools and techniques

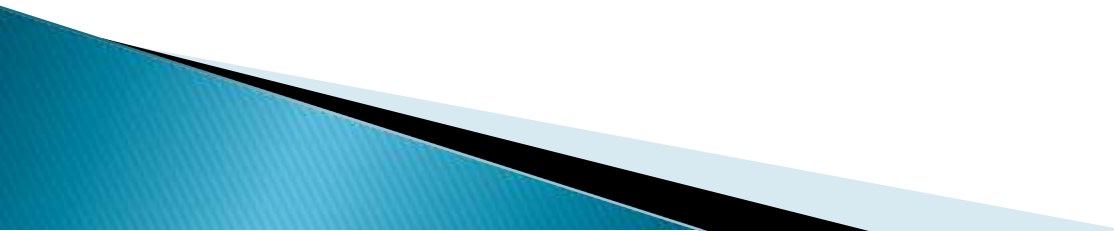
Meaning of Business Communication

- ❑ It is the transfer of information from one person to another person having common interest or objectives.
 - ❑ It is a way in which members of an organization share meaning and understanding through verbal and nonverbal means in order to affect on behavior and activities of the people.
 - ❑ It is an exchange of facts, ideas, opinions or emotions by two or more people.
 - ❑ Therefore, it is the process of transmitting information from one person to another in clear and meaningful manner to meet common interest.
- 

Features of Communication

- ❖ Minimum two people
 - ❖ Two- way process
 - ❖ Pervasive function
 - ❖ Complete and rational process
 - ❖ Continuous function
 - ❖ Oral or written
 - ❖ Formal or informal
 - ❖ Basis of action and coordination
- 

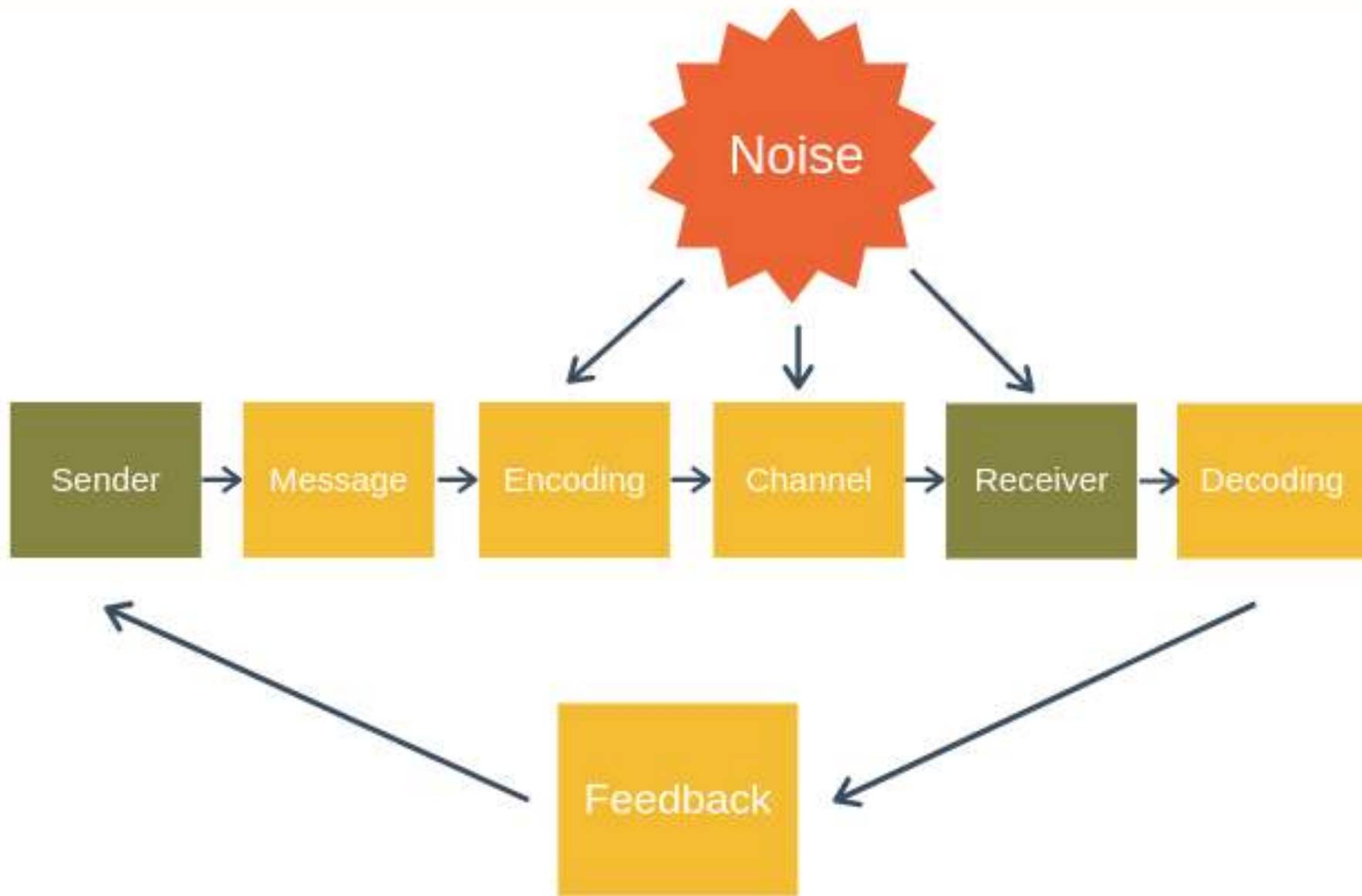
Importance of Communication

- ❖ Supports management
 - ❖ Facilitates control
 - ❖ Promotes coordination
 - ❖ Dispute settlement
 - ❖ Management skills
 - ❖ Brings change
 - ❖ Promotes motivation
- 

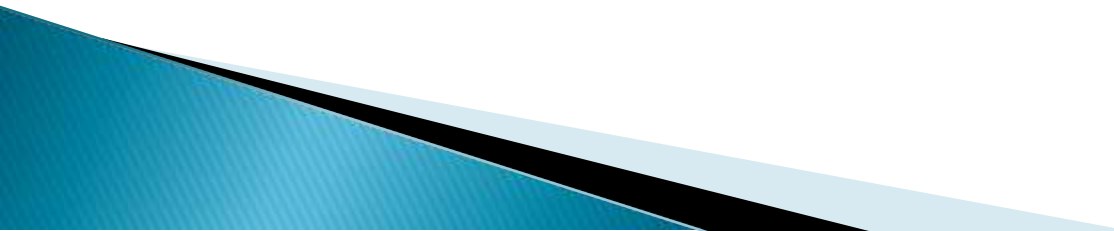
Communication Process/Parties Involved in Communication



Communication Process

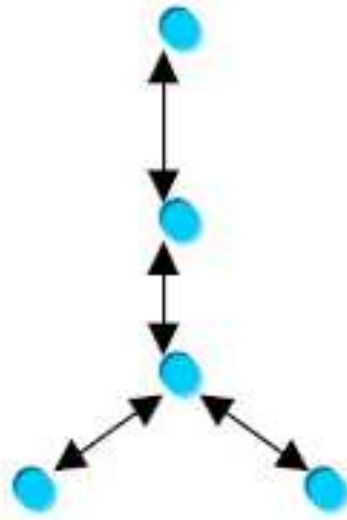


Communication Network/Structure

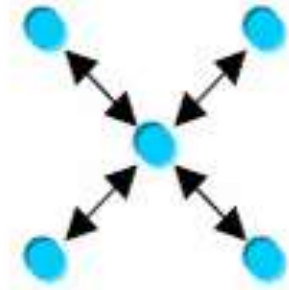
- ❑ It is the pattern or network that is implemented in the organization to communicate information.
 - ❑ It is the system where the information may flow in one or too many directions on the basis of requirement.
 - ❑ It is helpful to determine the speed, accuracy, and smoothness through which both formal and informal messages flow in an organization.
- 



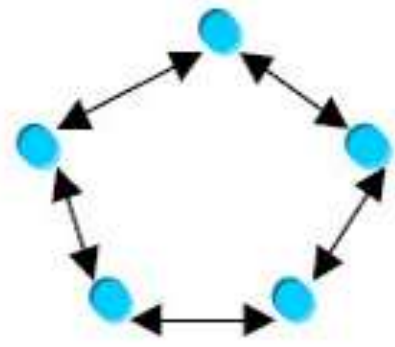
Chain



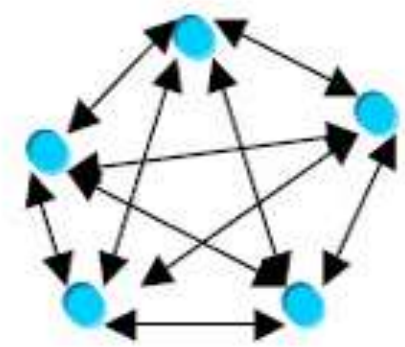
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Wheel

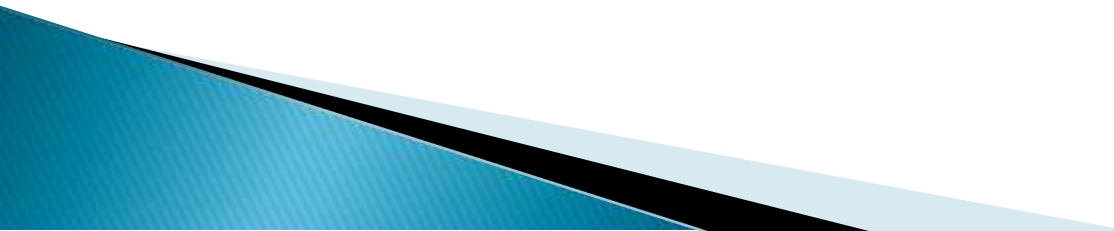


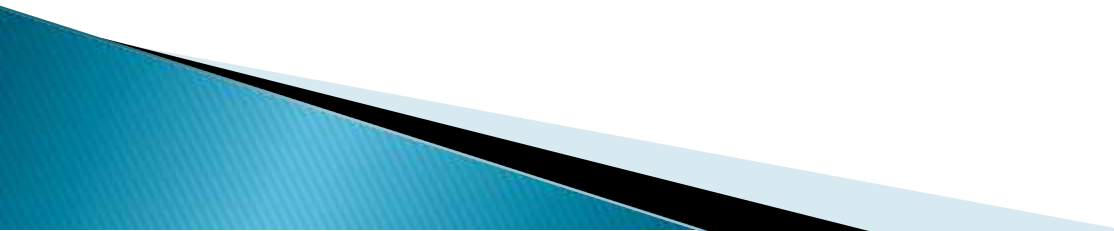
Circle



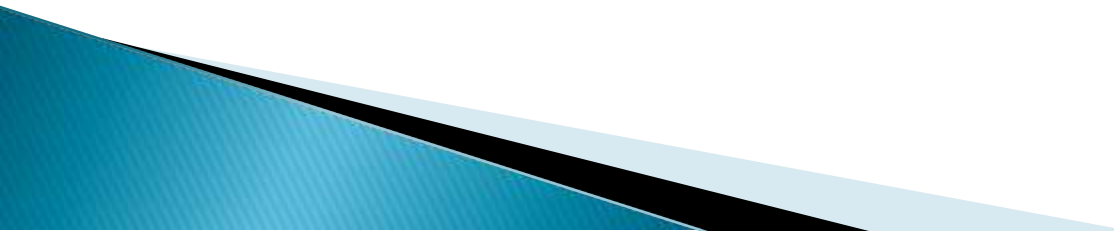
All-channel

Types of Communication

- A. Formal and informal communication
 - I. Vertical communication
 - 1) Downward communication
 - 2) Upward communication
 - II. Horizontal communication
 - 1) Pure horizontal communication
 - 2) Diagonal horizontal communication
 - B. Interpersonal communication
 - I. Oral communication
 - II. Written communication
 - C. Nonverbal communication
- 

- I. Eye behavior
 - II. Gestures
 - III. Postures
 - IV. Voice
 - V. Facial expressions
 - VI. Vocal characteristics
 - VII. Personal appearance
 - VIII. Touch
 - IX. Time
 - X. Space or territory
 - XI. Formality of languages
- 

Barriers to Effective Communication

1. Human Barriers
 2. Semantic Barriers
 3. Physical Barriers
 4. Technological Barriers
 5. Organizational Barriers
- 

1. Human Barriers

Distrust of communicator

Superiority complex

Individual perception

Immature/Premature evaluation

Improper attention

2. Semantic Barriers

Harsh language

Vague language

Misleading translation

Technical language/jargon

3. Physical Barriers

Physical distance

Hierarchy structure

Office design

Noise

4. Technological Barriers

Mechanical Barriers

Loss of transmission

Information overload

Insufficient period allowed

5. Organizational Barriers

Organizational Policy

Organizational rules and regulations

Lengthy scalar chain

One- way communication system

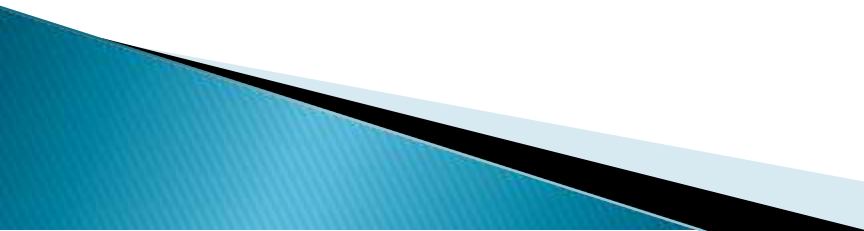
Lack of confidence in subordinates

Improvement of communication barriers

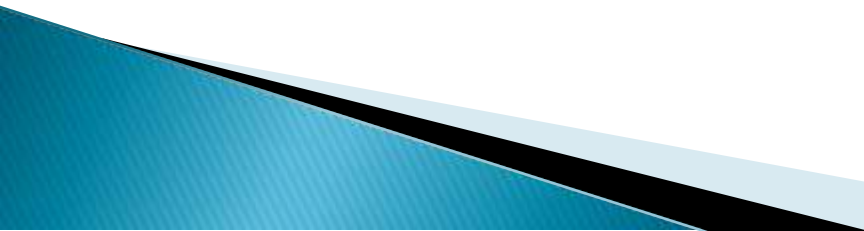
A. Individual skills

- i. Good listening skill
- ii. Two way communication
- iii. Awareness about language and meaning
- iv. Maintain credibility
- v. Be sensitive towards receiver's perspective
- vi. Be sensitive towards sender's perspective

B. Organizational skills

- i. Following up
 - ii. Regulating information flows
 - iii. Understanding the richness of different mediums
- 

Control: Meaning

- ❑ It is the process of monitoring activities to ensure that they are being accomplished as planned and of correcting any significant deviations.
 - ❑ Also referred to as performance evaluation, it is the process of checking, testing, regulation, verification or adjustment to ensure that the organization's mission and objectives are accomplished as effectively and efficiently as possible.
 - ❑ It is the process of comparing the actual performance against the predetermined standards or plans and taking corrective actions if required.
 - ❑ It focuses on key performance areas of the organization.
- 

Process of control system

1.

- Determine the area of control

2.

- Set control standards

3.

- Measure actual performance

4.

- Compare actual performance with standards

5.

- Determine the reasons of deviations

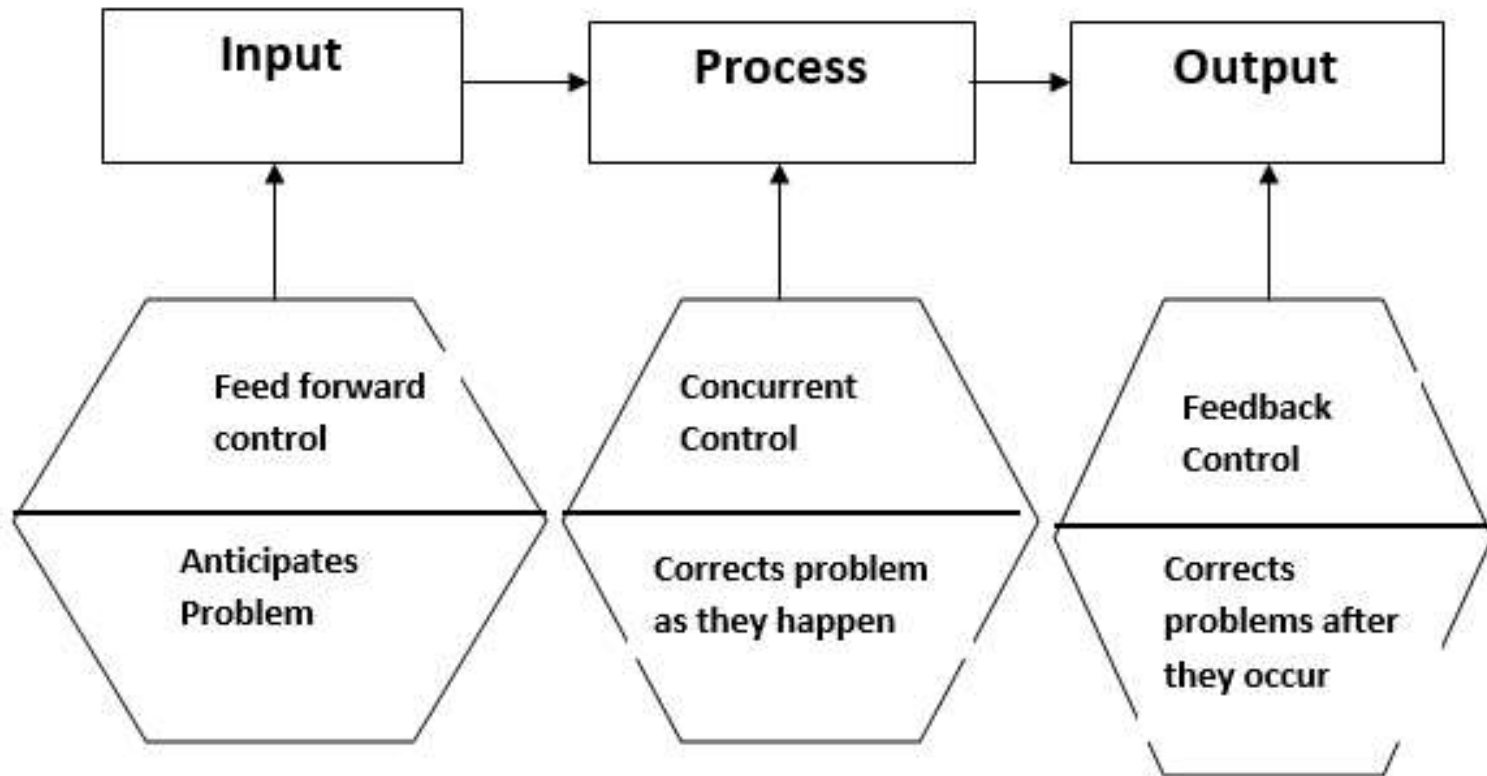
6.

- Take corrective action

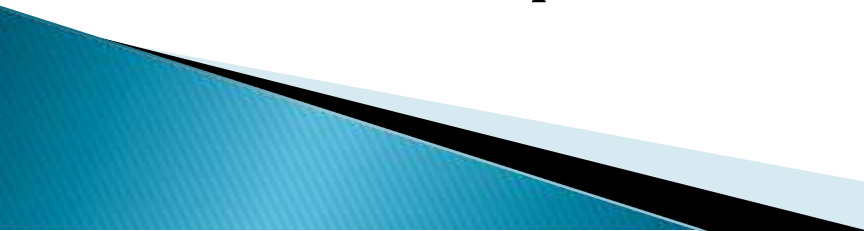
Types of Control Systems

- A. On the basis of focus
 - I. Input control
 - II. Behavioral control
 - III. Output control
- B. On the basis of timing
 - I. Feed forward/Pre/Input control
 - II. Concurrent/Process/Throughput control
 - III. Feedback/Post/Output control

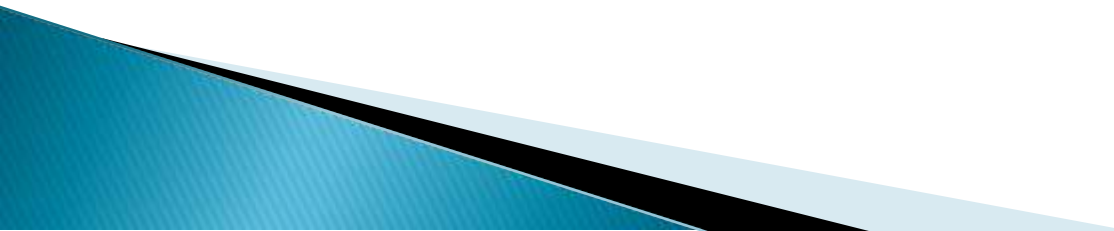
Three Types of Control



Purpose/Importance of Control Systems

- ❖ Cope the environmental dynamism
 - ❖ Accomplish organizational goals
 - ❖ Improve efficiency
 - ❖ Facilitate coordination
 - ❖ Add value
 - ❖ Facilitate delegation
 - ❖ Maintain discipline
 - ❖ Guide future actions
 - ❖ Effective supervision
- 

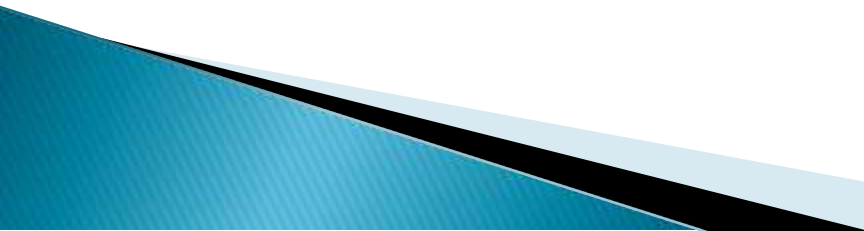
Characteristics of Effective Control System

- ❖ Management function
 - ❖ Continuous process
 - ❖ Plans/guidelines oriented
 - ❖ Corrective action
 - ❖ End function
 - ❖ Dynamic & pervasive function
 - ❖ Focus on key performance
 - ❖ Forward looking activity
- 

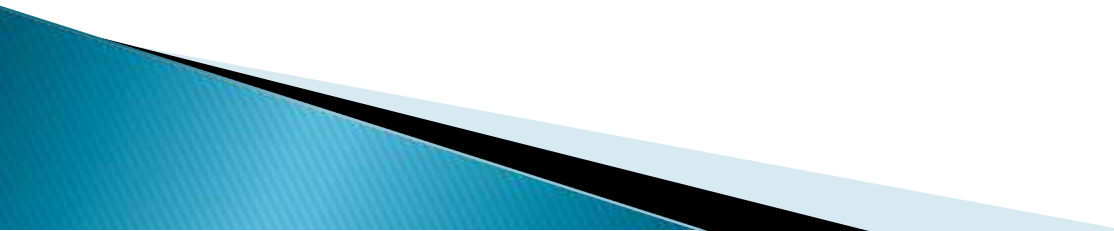
Essentials of Effective Control System

- ❖ Suitability
 - ❖ Simplicity
 - ❖ Objectivity
 - ❖ Economical
 - ❖ Comprehensive
 - ❖ Capable to communicate
 - ❖ Suggestive
 - ❖ Flexibility
 - ❖ Responsibility- based
 - ❖ Strategic and exceptional
 - ❖ Forward- looking
- 

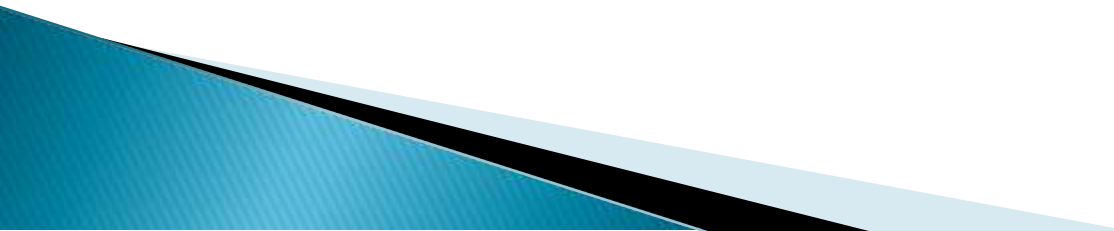
Control Tools and Techniques (Methods)

- ❖ Direct supervision
 - ❖ Budgetary control
 - ❖ Break even analysis (CVP analysis)
 - ❖ Return On Investment (ROI)
 - ❖ Responsibility accounting
 - ❖ Management audit
 - ❖ Management Information System (MIS)
 - ❖ Balanced scorecard
- 

Potential barriers to successful controlling (Resistance to control)

- ❖ Over control
 - ❖ Inappropriate focus
 - ❖ Rewards for inefficiency
 - ❖ Too much accountability
 - ❖ Moral pressure
- 

Overcoming Resistance to Control

- ❖ Initiate effective control system
 - ❖ Appropriate focus
 - ❖ Reward for efficiency
 - ❖ Parity in authority and responsibility
 - ❖ Participative management
 - ❖ Proper coordination
 - ❖ Effective communication
- 

Thank
you