



Communication



Based on Schiffman & Kanuk on Consumer Behaviour



Functions of Communication

communication

The transference and understanding of meaning.

Communication Functions

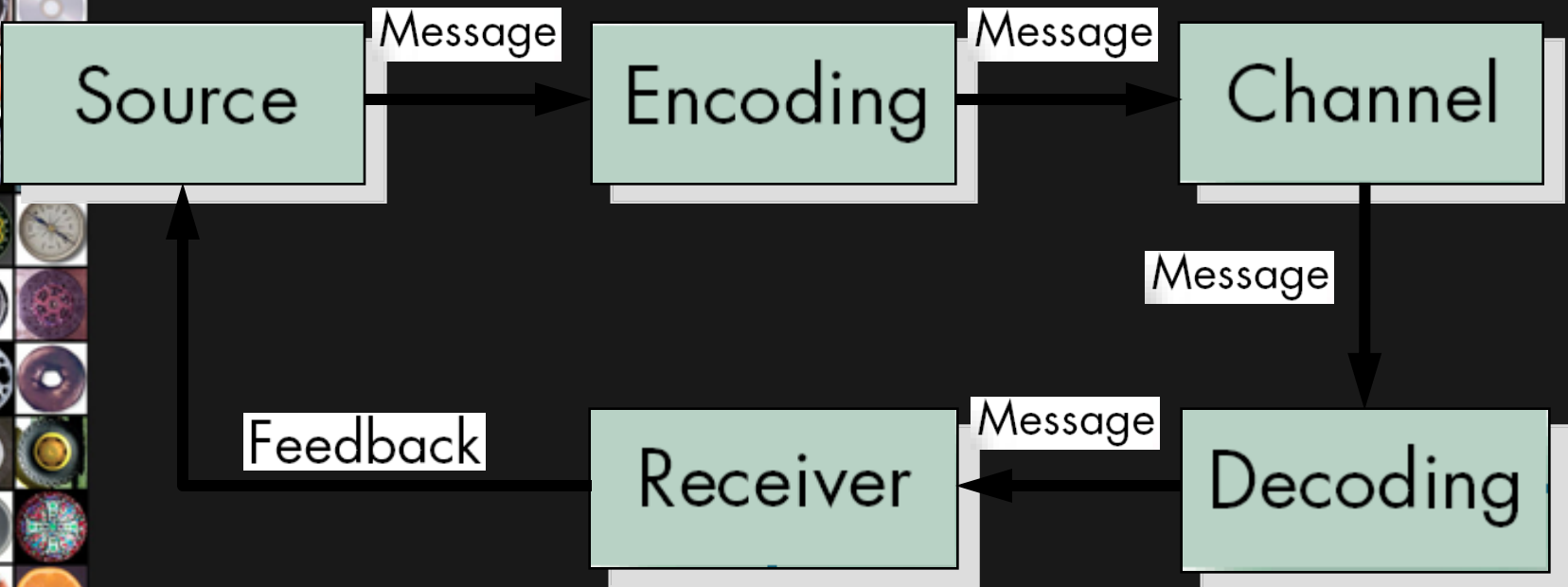
1. Control member behavior.
2. Foster motivation for what is to be done.
3. Provide a release for emotional expression.
4. Provide information needed to make decisions.

Elements of the Communications Process

- The Message Initiator (the Source)
- The Sender
- The Receiver
- The Medium
- The Message
- The Target Audience (the Receiver)
- Feedback - the Receiver's Response



The Communication Process Model



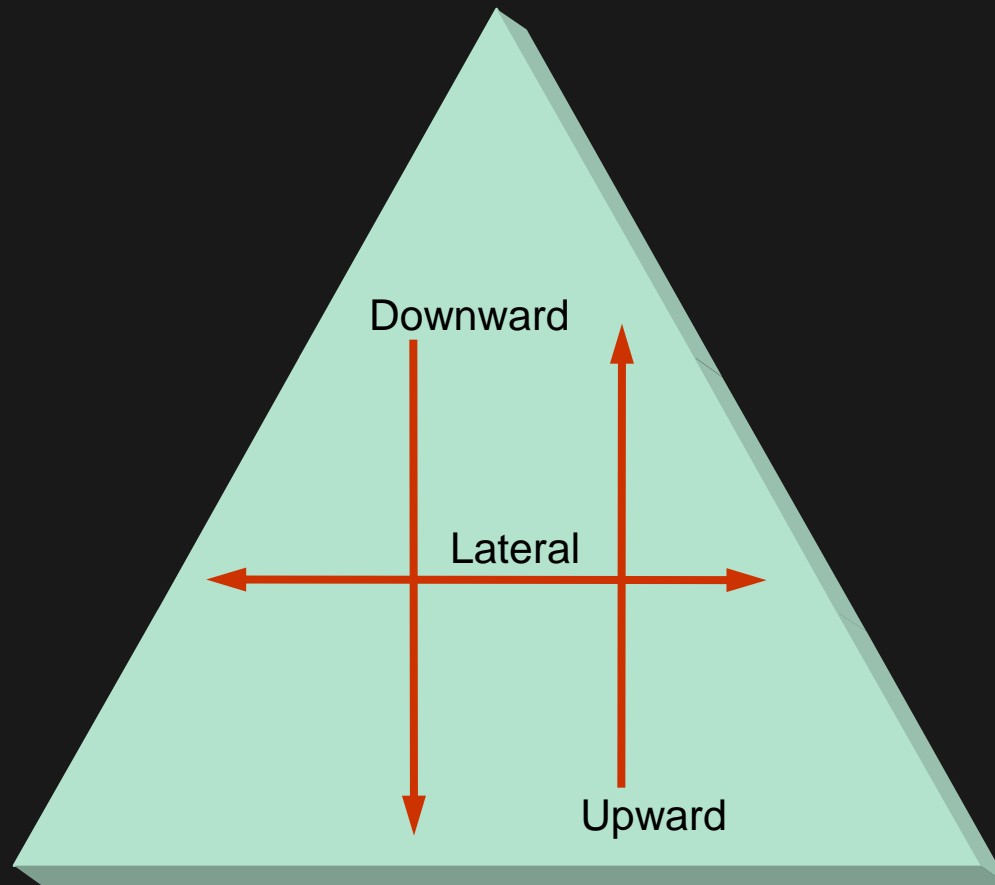
communication process

The steps between a source and a receiver that result in the transference and understanding of meaning.

EXHIBIT

10-1

Direction of Communication



Issues in Credibility

- **Credibility of Informal Sources**
- **Credibility of Formal Sources**
- **Credibility of Spokespersons and Endorsers**
- **Message Credibility**

Sleeper Effect

The idea that both positive and negative credibility effects tend to disappear after a period of time.

Interpersonal Communication

- **Oral Communication**
 - Advantages: Speed and feedback.
 - Disadvantage: Distortion of the message.
- **Written Communication**
 - Advantages: Tangible and verifiable.
 - Disadvantages: Time consuming and lacks feedback.
- **Nonverbal Communication**
 - Advantages: Supports other communications and provides observable expression of emotions and feelings.
 - Disadvantage: Misperception of body language or gestures can influence receiver's interpretation of message.

Intonations: It's the Way You Say It!

Placement of the emphasis

What it means

Why don't I take **you** to dinner tonight?

I was going to take someone else.

Why don't **I** take you to dinner tonight?

Instead of the guy you were going with.

Why **don't** I take you to dinner tonight?

I'm trying to find a reason why I shouldn't take you.

Why don't I take you to dinner tonight?

Do you have a problem with me?

Why don't I **take** you to dinner tonight?

Instead of going on your own.

Why don't I take you to **dinner** tonight?

Instead of lunch tomorrow.

Why don't I take you to dinner **tonight**?

Not tomorrow night.

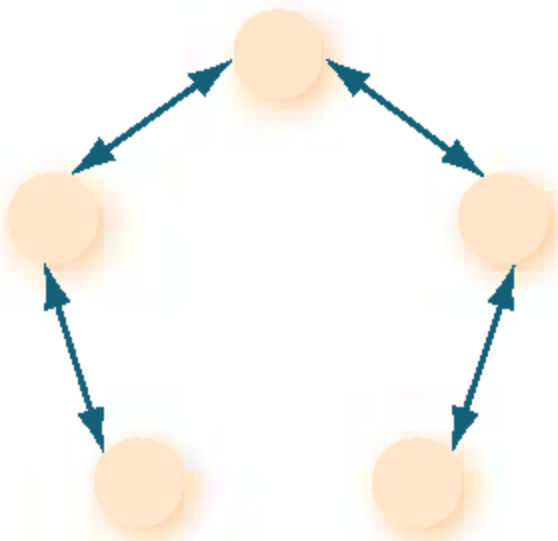
Source: Based on M. Kiely, "When 'No' Means 'Yes'", *Marketing*, October 1993, pp. 7-9. Reproduced in A. Huczynski and D. Buchanan, *Organizational Behaviour*, 4th ed. (Essex, England: Pearson Education, 2001), p. 194.

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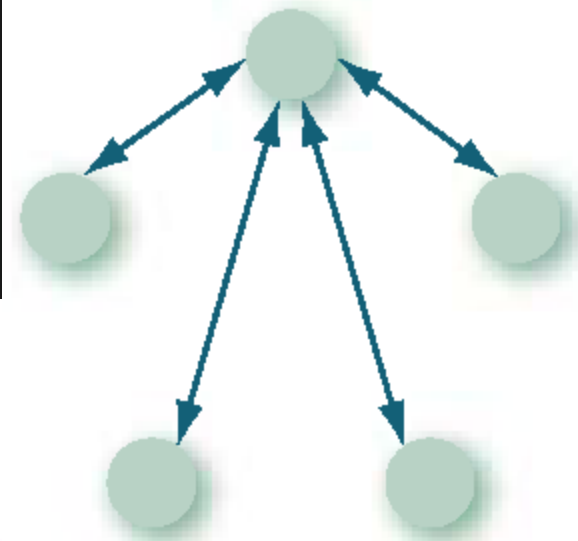
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Three Common Formal Small-Group Networks

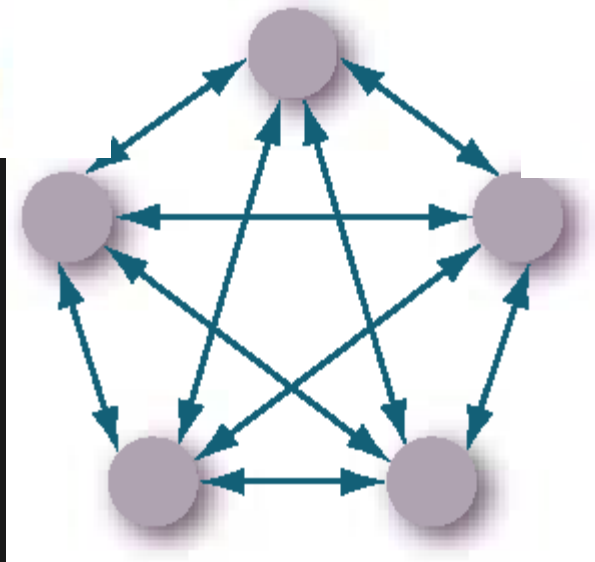
Chain



Wheel



All channel



EXHIBIT

10-3

Small-Group Networks and Effectiveness Criteria

Criteria	Networks		
	Chain	Wheel	All Channel
Speed	Moderate	Fast	Fast
Accuracy	High	High	Moderate
Emergence of a leader	Moderate	High	None
Member satisfaction	Moderate	Low	High

Grapevine

Grapevine Characteristics

- Not controlled by management.
- Perceived by most employees as being more believable and reliable than formal communications.
- Largely used to serve the self-interests of those who use it.
- Results from:
 - Desire for information about important situations
 - Ambiguous conditions
 - Conditions that cause anxiety

Suggestions for Reducing the Negative Consequences of Rumors

1. Announce timetables for making important decisions.
2. Explain decisions and behaviors that may appear inconsistent or secretive.
3. Emphasize the downside, as well as the upside, of current decisions and future plans.
4. Openly discuss worst-case possibilities—it is almost never as anxiety provoking as the unspoken fantasy.

Source: Adapted from L. Hirschhorn, "Managing Rumors," in L. Hirschhorn (ed.), *Cutting Back* (San Francisco: Jossey-Bass, 1983), pp. 54–56. With permission.

Computer-Aided Communication

- **E-mail**
 - **Advantages:** quickly written, sent, and stored; low cost for distribution.
 - **Disadvantages:** information overload, lack of emotional content, cold and impersonal.
- **Intranet**
 - A private organization-wide information network.
- **Extranet**
 - An information network connecting employees with external suppliers, customers, and strategic partners.
- **Videoconferencing**
 - An extension of an intranet or extranet that permits face-to-face virtual meetings via video links.

Emoticons: Showing Emotion in E-Mail

Electronic mail needn't be emotion free. Over the years, a set of symbols (*emoticons*) has evolved that e-mail users have developed for expressing emotions. For instance, the use of all caps (i.e., THIS PROJECT NEEDS YOUR IMMEDIATE ATTENTION!) is the e-mail equivalent of shouting. The following highlights some emoticons:

:)	Smile	:-e	Disappointed
<g>	Grin	:-@	Scream
:(Frown	:-O	Yell
;)	Wink	:-D	Shock or surprise
:-[Really sad face	:'(Crying

Choice of Communication Channel

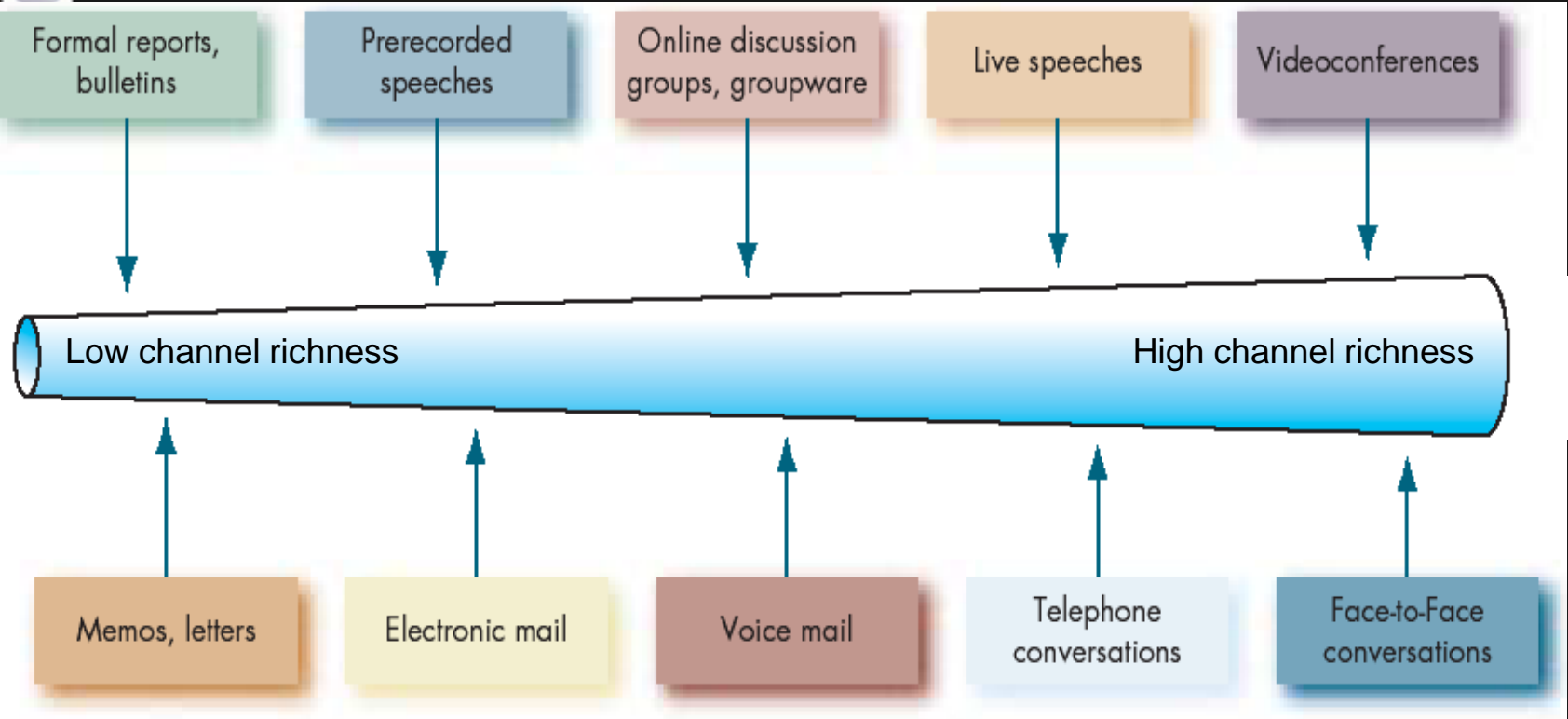
channel richness

The amount of information that can be transmitted during a communication episode.

Characteristics of Rich Channels

1. Handle multiple cues simultaneously.
2. Facilitate rapid feedback.
3. Are very personal in context.

Information Richness of Communication Channels



Routine

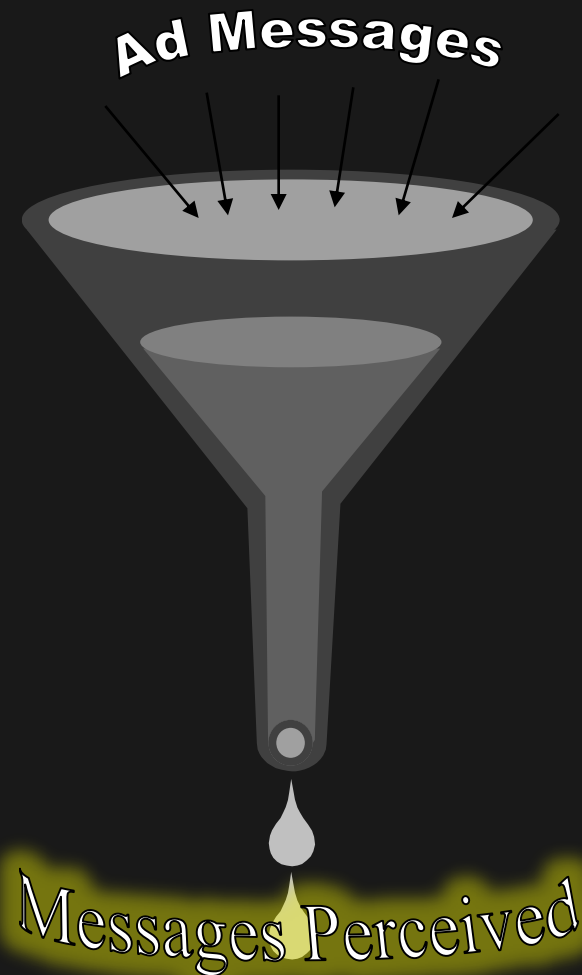
Nonroutine

Source: Based on R. H. Lengel and D. L. Daft, "The Selection of Communication Media as an Executive Skill," *Academy of Management Executive*, August 1988, pp. 225-32; and R. L. Daft and R. H. Lengel, "Organizational Information Requirements, Media Richness, and Structural Design," *Managerial Science*, May 1996, pp. 554-72. Reproduced from R. L. Daft and R. A. Noe, *Organizational Behavior* (Fort Worth, TX: Harcourt, 2001), p. 311.

EXHIBIT 10-7

Barriers to Communication

- Selective Perception
- Psychological Noise



Barriers to Effective Communication

filtering

A sender's manipulation of information so that it will be seen more favorably by the receiver.

selective perception

People selectively interpret what they see on the basis of their interests, background, experience, and attitudes.

information overload

A condition in which information inflow exceeds an individual's processing capacity.



Barriers to Effective Communication (cont'd)

emotions

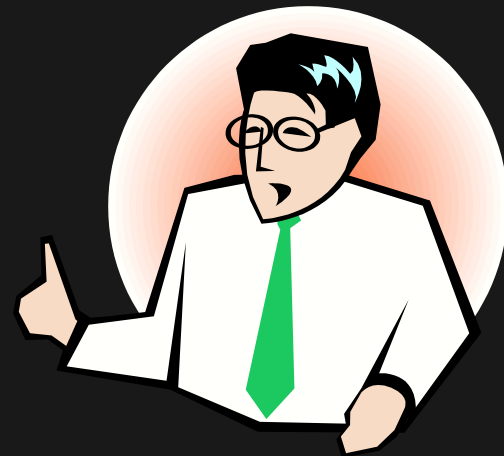
How a receiver feels at the time a message is received will influence how the message is interpreted.

language

Words have different meanings to different people.

communication apprehension

Undue tension and anxiety about oral communication, written communication, or both.





Communication Barriers Between Men and Women

Men talk to:

- Emphasize status, power, and independence.
- Complain that women talk on and on.
- Offer solutions.
- To boast about their accomplishments.

• Women talk to:

- Establish connection and intimacy.
- Criticize men for not listening.
- Speak of problems to promote closeness.
- Express regret and restore balance to a conversation.

Communication Cross-Cultural

- **Cultural Barriers**
 - Barriers caused by semantics
 - Barriers caused by word connotations
 - Barriers caused by tone differences
 - Barriers caused by differences among perceptions



Hand Gestures Mean Different Things in Different Countries

The A-OK Sign



In the United States, this is just a friendly sign for "All right!" or "Good going." In Australia and Islamic countries, it is equivalent to what generations of high school students know as "flipping the bird."

The "Hook'em Horns" Sign



This sign encourages University of Texas athletes, and it's a good luck gesture in Brazil and Venezuela. In parts of Africa it is a curse. In Italy, it is signaling to another that "your spouse is being unfaithful."

Hand Gestures Mean Different Things in Different Countries (cont'd)

"V" for Victory Sign



In many parts of the world, this means "victory" or "peace." In England, if the palm and fingers face inward, it means "Up yours!" especially if executed with an upward jerk of the fingers.

Finger-Beckoning Sign



This sign means "come here" in the United States. In Malaysia, it is used only for calling animals. In Indonesia and Australia, it is used for beckoning "ladies of the night."

Communication Barriers and Cultural Context

high-context cultures

Cultures that rely heavily on nonverbal and subtle situational cues in communication.

low-context cultures

Cultures that rely heavily on words to convey meaning in communication.





High- vs. Low- Context Cultures

High
context



Chinese
Korean
Japanese
Vietnamese
Arab
Greek
Spanish
Italian
English
North American
Scandinavian
Swiss
German

Low
context

EXHIBIT

10-11

A Cultural Guide

Cultural Context Communication Rules:

1. Assume differences until similarity is proven.
2. Emphasize description rather than interpretation or evaluation.
3. Practice empathy.
4. Treat your interpretations as a working hypothesis.