COMMUNICATION FOR EFFECTIVE BUSINESS MANAGEMENT

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ABSTRACT

The process of developing, expressing, and interpreting ideas, facts, views, and sentiments about work performance, organisational effectiveness and efficiency, as well as the achievement of organisational goals, is known as communication. No organisation can flourish, advance, or have a solid reputation without a competent communicator as its manager. A weak communication system can lead to poor management and unsuccessful company endeavours. Our goal in writing this essay was to demonstrate how important excellent communication is to any business' success as well as how vital it is to its survival and growth. We also emphasised the need for continual communication skill development, particularly in a stressful business environment.

Key words: Communication, Organisational effectiveness, management, skill developement

INTRODUCTION

Communication is the act of sending a message through different media; it can be verbal or nonverbal, formal or non-formal so long as it transmits a thought provoking an idea, gesture, action, etc. Good communication is considered a learned skill. Most people are born with physical ability to talk, but we must learn to speak well and communicate effectively. Speaking, listening and our ability to understand verbal and nonverbal meanings are skills we develop in various ways. We learn basic communication skills by observing other people and modelling our behaviors based on what we see. It is however important here to point out that information is of little use until it is communicated to the person who is to receive it or who has the need for it.

Communication threrefore is the process of transmitting, diseminating or passing information from one person to the other or from one place to the other. In other words, communication is the process of creating, transmitting and interpreting ideas, facts, opinions and feelings. It is a process that is essentially a sharing one, a mutual interchange between two or more persons.In addition ,communication is the exchange of information between managers.

THEORETICAL BACKGROUND

Communication researchers have increasingly sought to connect and to integrate effects across levels of analysis, from the "micro" to the macro. The social cognitive theory of Albert Bandura (1986) and the transtheoretical model of Jams Prochaska et al. (1994), for example, recognize that an individuals' behavior is formed in the context of the larger community and social environment. Therefore planned interventions must include efforts to change the larger environment   as   well. Similarly, persuasion studies have focused on the chain of individual-level communication processes leading to behavior change. Some researchers tried to explain the shifting nature of organizations as they are formed and transformed through the relational interactions among mem- bers, external audiences, and cultural meaning systems (Cooren, Taylor, Van Every, 2006).

Early studies focused on opinion or attitude change in the context of such variables as the credibility of the information source, fear, organization of arguments, the role of group membership in resisting or accepting communication, and personality differences. Since the 1960s, however, research has emphasized cognitive processing of information leading to persuasion. On the other side, recent investigations have shown that business and management communication becomes a crucial and strategic partner in order for corporations to achieve their goals (Markaki, Damianios Chadjipantelis, 2013).

THE NEED FOR GOOD COMMUNICATION INORGANIZATIONS

Communication is an essential part of any company. Moreover, good communication skills are incredibly important in the business world. In some researches we can find many ways to manage and deal with difficult communication. She attests that the point of communication is having a conversation with another person, and this conversation must be two-way in order for communication to successfully occur. This central idea is to remember what is communicated especially during times of conflict. In fact, ―you are not being effective when your voice rises, your body tenses, or your temper flares.‖

Some scientists believe that in order for successful communication to occur, two things must be kept in mind; the first is that everyone has his/her own ideas and perceptions and these must be respected. The second is the idea of closure; that every conversation needs closure. Tucker states that you need to keep in mind that each person comes to the conversation table with his or her own perception of what happened, what exists, or how to do something.

It doesn't help the situation to negate a person's viewpoint without facts and concrete examples of behavior or acts that were considered inappropriate, unprofessional or unacceptable. However, it is important to communicate until you get ―closure‖ on the conversation. Closure means you and the other person have discussed all of the issues and, while the person may not agree, he or she has listened to you in a non-threatening, non-defensive environment and clearly heard what you had to say

This concept is incredibly important to remember in the corporate environment. Companies are made up of various types of employees and managers, each with their own personalities and viewpoints. Therefore, it is important to remember to respect everyone's opinions no matter how different they may be. Also, the notion of closure in a conversation is essential because leaving a conversation up in the air or even with hostility can often result in damaging or breaking business relationships. Good communication is necessary in order for businesses to run successfully and smoothly.

While an organization is separated from its environment, it has to have some ways of communicating with the environment. Anything which is external to a system belong to the environment and not to the system itseif. This is true of all types of organizations. The environment exerts considerable influence on the behaviour of an organization at the same time, the organization can do little or nothing to control the behaviour of the environment.

The environment affects the performance of a system. Using a business organization as an example, the following environmental factors might need to be communicated to it (Radovic Markovic, Omolaja,2009):

- The number of competitors in the market place and the strategies they adopt;
- The product of competitors, their prices and qualities;

- The strength of the domestic currency of the organization' countries of operation;
- The structure of the company and personal taxation;
- The policies adopted by the government of ruling political body/party;
- Social attitude-concern for the natural environment; and
- The regulatory and legislative framework within which the company operates.

An organization need to be kept well informed of all these, and this is possible through the process of communication. Internally, all participants in an organization have to interact, strategies have to be maintained, policies have to be formulated, strategies have to be developed, and programmes have to be planned, executed and evaluated. Also employees have to be renumerated and motivated, decisions have to be made, etc. In fact without an effective and efficient means of communications, there will be no management function. Everything will just have to be incremenetally disjoined in disorderly and disrray manner.

This implies that information is a very vital part of management. Management decisions and policies need be communicated to those that will use them in order to achieve the policy objectives. This is to be done through effective means of communication whithin and outside the organization. Decision, irrespective of its purpose, is useless unless it is communicated. If the Sales Director instance, of some industries for decides to lower the price of product X and institute an interactive campaign, nothing will happen unless the advertising departments is informed and even the other department concerned with preparation of new packaging to lower the price.

At the heart of all communications cysle outside the organization are the messages which should include:

- Developing and positioning experts
- Targeting and connecting with traditional media
- Distributing messages
- Monitoring and measuring the effectiveness of efforts

The importance of communication for a manager

The most effective managers are those who unerstand communication and its use in he organisaion setting. Communication is the vehicle that allows managers to fulfil each management function. To plan successfully, managers must be able of effectively communicate their vision to the rest of the organization (Radovic Markovic ,M. and Omolaja M ,2009). To organize successfully, managers must allow for and encourage free-flowing communication both up and down the hierarchy, as well as between departments and colleagues.

To lead successfully, managers must clearly communicate organizational goals to employees and through that communication, inspire employees to trust in their leadership and to perform at the highest levels possible. To control successfully, managers must effectively communicate with employees to monitor progress to re-

emphasize organizational goals, and to correct on-going processes. Consequently, communication is more than simply talking, writing, reading and listening

(Radovic Markovic ,M. and Omolaja M ,2009). Effective communication is the key to successful management.

Communication allows managers to share goals with shareholders both inside and outside the organisation. It permits managers to stimulate behaviour changes in employees and suppliers. It enable managers to inspire loyalty from employees and customers. It allows managers to convice employees and unions to abandom counter productive practices. It enables managers to persuade leaders to provide financing and it permits managers to calm angry customers and to impress new ones.

Hence, managers must be effective communicators to function. But what makes managers successful communicators? First, they must understand what communication is. Next, they must understand how communication works, on both an interpersonal and an organisaional level and finally, they must understand what barriers can impede communication so that they can overcome such impediments and improve communication throught the organization.

In the modern day organizations, communication is popularly considered in terms of; the media of communication such as internal memoranda, reports of various forms, etc; the skills of communi-cation such as giving instructions, interviewing, charing meetings, etc and the organization of commu-nication like chain of command, briefing groups, work committees, etc.

However, communication at its basic levels involves three basic elements or components, which are encoder, channel and decoder. The source or the origin information is known as the encoder. That is, the encoder is the originator of the information to be communicated to the other party. The channel is the medium chosen or to be used in communicating the message or information to other party. The decoder is the person to whom the message or information is being sent. He is the receiver of the message. However, he may, or may not, be the user of such an information.

For instance, if the Managing Director of company 22 telephoned the personnel manager of copany 33, the managing director is the encoder, the telephone line the channel and the personnel manager is the decoder in this exapmle. However, the three of them must always be present regardless of the size or system of communication. A typical communication model may be as presented follows.
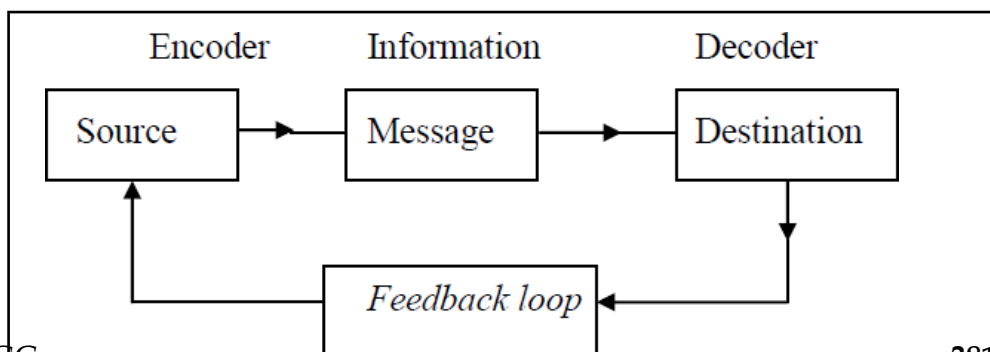
Figure 1: Communication System Model

From Figure 1., it can be seen that communication is the process by which the senders and the receivers of information interact in a given social context. Information conveyed might be message, instruction, idea, view or knowledge. It may be communicated from superior officer to a subordinate officer, and vice-versa. It may also be communicated across among colleagues at the same level or having similar status along the organizations hierarchy.

However, communication process in modern organizations normally follows the pattern bellow:

- The sender has an idea,
- The idea becomes a message. Remember that the process of putting the message into a form the receiver will understand is called encoding,
- The message is transmitted to the receiver,
- The recever gets the message and interpret it, a process known as decoding, and
- The reveicer feedback the sender about the effectiveness of the information that was communicated

From our discussion so far, we would observe that the process of encoding involves determination of the way that the message should be written down or spoken in order to be able to communicate with another person. Variation of words and understaning can however alter the meaning of a message. Facial expression, voice, emphasis and gestures; all play a part in the encoding process when conversation is used. Also, it is clear that the decoding is the process of achieving understanding from the message. Different people derive different meanings from the same message influenced by their experience, attitudes and value systems.

COMMUNICATION METHODS

There are many methods or techniques of communication depending on the nature, scope and level of technology and those of application of information in the organization. For instance, in small scale business organizations like a sole proprietorship (Sole trader or one-man business), small scale dry-cleaning firms, etc., most communications whether between the business owner and the workers or between him and his clients are done on face-to-face personal contacts.

However, as business expands and nature of operations becomes more complex, there will normally be the need for more documentations which necessitates written rather than simple oral communication. This essentially the is the main feature of the medium scale business units like the partnerships, and private and public limited liability companies.

In addition, most of the giant companies especialliy the multi-products, multi-national and trans-national companies, etc, make use of the modern day high technology.In nearly all these companies, most communications are done using

computers, telephone, Internet, Intercom, telex, telefax, radiogram, telegram General System of Mobile communications (GSM) and the like.

An organization can choose from variety of channels available for effective communication of busiess or management information across the lines within the system on the basis of its own peculiarities. Also, the nature of linkages between organizational systems will vary, depending on the requirements of each subsystem. Consequently, typical means or channels of communication from among which an organization may choose may be categorised as in the following subsections.

Oral Communication

This express information through the use of languages, which is composed of words and grammar. To create a thought, words are arrangeed according to the rules of grammar so that the various parts of speech are in the proper sequence. Then the message is communicated either in Oral form or Written form.

The expression of ideas through spoken word. Managers communicate with colleagues and employees using such oral media as face-to-face conversion, telephone calls, (including messages left on answering machines), private meetings, group meetings, teleconferencing (the use of telephone equipment to allow people in differing locations to take part in discusion.

Oral communiction is generally easier and more efficient than written communication. It allows for immediate feedback. Managers tend to rely more heavily on oral than on written communication for sharing information on a day-to-day basis, although they generally put important messages in writing.

From this analysis, it can be observed that oral communciation may occur in a face-to-face personal situation or by telephone. Information regarding business can be communicated using the telephone. For instance, an oral contact can be made through the telephone by the sales ledger subsystem to find out when payment of an overdue debt is expected, the request and responses are both provided verbally. A major limitation of oral communication, however, is that, even though it provides a personal and dynamic form of expression, its transitory nature makes it subject to misinterpretation and mis-remembering.

Having discussed oral and communication thus far, attention here will be focused on an indepth study of the potency of oral communication. In this sense, emphasis will be laid on the ‒Power of word concepts‖ as it has been revealed right from the beginning of the universe. ‒Word‖ itself has been explained by various philosophers and the use or potency of it has almost become unquestionable.The potency or the power of words is undoubtable. For instance, in saying prayers, in cursing one another, in praising, etc., word or oral communication is very important.

Knowing the simple ways of saying ‒I am sorry‖, ‒Please‖, ‒Let us do it together‖, ‒Kindly help me‖ or even constructive criticism by word of mouth can do a lot to dictate the success or otherwise of an administrator or manager at work, at home, within a society, etc. Consequently, a good administrator should be mindful of what he says all the time with a high degree of consciousness. Once

you have altered a word or statement, you cannot deny it; else you become a liar. Hence, a manager can use his word of mouth to damage his or her own chancess

of success at work not to talk of those of his subordinates or evern colleagues. Likewise, the employees can make or mare the corporate objectives of their organization if care is not taken.

Electronic Communication

In many big companies or organizations where computerisation has gained a lot of grounds, much information is transferred between subsystems by computers. Interfaces between modules of computer systems enable automatic transfer of electronic data in the forms of signals and waves. Consequently, detailes of despatches of good from stock might be automatically passed on to the sales ledger or accounting subsystems, so that invoice can be raised.

Electronic communication is also possible for one off messages, for example, through the use of electronic mail. The benefits of electronic communication are speed, accuracy and the elimination of much human processing. Typical examples of electronic communication is the use of internet facilities such as E-mail, voice-mail, etc.

Information systems play a vital role in the e-business and e-commerce operations, enterprise collaboration and management, and strategic success of businesses that must operate in an internetworked global environment. ―Access to information and communication technologies (ICTs) implies access to channels and modes of communication that are not bound by language, culture or distance. New forms of social organisation and of productive activity emerge which, if nurtured, could become transformational factors as important as the technology itself (International Development Research Centre, 1996)‖ Internet services, in conjunction with existing and more widely used communication media, will enable the broadest enhancement of information and communication resources. Other Means of Communication

We can notice non-verbal and non-writen communication. They express information without words, through gesture and behaviour and it is often unplanned, even unconcious while it is governed by few rules. Non-verbal communication and non-writen communi-cations can convey the following meanings:

- Gestures and Postures. For instance, learning forward and maintaining eye contact show interest.
- Facial expressions and eye movement. For example, genuine smile indicate warmth or approval.
- Touch. This can have both positive and negative connotations. It can commu-nicate caring and support as well as intimidation and instrusion.
- Dress and Personal Traits. Appreciate communication style, personality and status. In most organization, a professional image is important.

From this section, we would observe that communication methods include written, verbal, formal and informal communication. Written communication

encompasses letters, memos, notes, emails and all other forms of writing. Verbal communication includes face-to-face discussions, phone calls, i-chating over the

Internet and group meetings. Both verbal and non-verbal communication is extremely important within the business world and also in people's personal lives. Being able to communicate properly can make uneasy situations or tough times much easier to handle, remaining calm and understanding can lead to resolve of uncomfortable situations. One of the biggest components of being a good communicator is being a good listener. Without the ability to listen you cannot be a good communicator.

Good communication skills are essential in the business world for three main reasons: First ineffective communication can be very expensive. If a business does not effectively and efficiently communicate to its employees its objectives, rules and regulations, along with its business culture, then the employees will not know how to be effective at the work place. If employees cannot communicate with each other, regardless of whether the communication is horizontal or vertical with in the business, things will not run smoothly. Without good communication, things may not get done correctly or even at all, or, work could be done twice, overlapping each other, which can be wasteful and costly. Good communication is essential for the operation of business in all aspects.

Second, the changing environment and increasing complexity of the 21st century workplace makes communication even more important today than ever before. The flattening of business structure and the increase in teamwork at the work place demands good communication skills. Flatter organizations mean managers must communicate with many people over whom they may have no formal control. Without effective communication, teamwork is impossible and will fail to provide any useful outcome. The collaboration of teamwork that allows organizations to capitalize on the creative potential of a diverse workforce depends on good communication.

Third, the world's economy is becoming increasingly global, meaning people need to be able to communicate not only within the organization but also outside the organization and even at times internationally. To be a good communicator internationally, you need to understand who it is you are trying to communicate with. What is their culture? Can something be offensive to others, which is not offensive to us? It is important to be knowledgeable of proper communication skills and to be aware of others culture to be an effective communicator.

We should not believe that either a man or a woman is superior at communicating. Rather, we should believe that both can be effective communicators along as they know who and what they trying to communicate too. Remaining calm and be a good listener are key to being a good communicator. It is possible for both men and women to be great communicators but it doesn't usually come without working at being a good communicator.

When it comes to difficult conversations or having to communicate bad news, it is useful to remain calm, be understanding, listen completely, put yourself in the other's position and be clear when communicating. Although there may be a lot there to grab, if you can do those things, it will be easy to overcome the pain when

communication become difficult regardless of the circumstances.

However, although non-verbal communication is also important and useful, without saying anything, someone cannot determine what it is you are trying to get across. Non-verbal communication can be misleading if your point is misunderstood, since you are not directly speaking your intentions. But if the message is correctly interpreted, non-verbal communication may be extremely powerful. In all, good communication is important at the work place and in our personal lives. Without good communication, the message is lost, time is wasted and people can feel betrayed, so becoming both a good listener and good communicator is essential to day-to-day life.

Presentation of communication is also an integral part of a company's success. If an employee has a brilliant idea for reducing cost and they have an opportunity to present it to the President, they must make the most use of the opportunity. Effective presentation skills require practice, patience and the ability to stay calm in stressful situations. Along with presentation skills comes listening. If someone is giving a presentation it is important that you are able to listen and understand. This will help the company if everyone is on the same page. Lastly, there is cross-cultural communication. Language barriers and cultural differences can hinder a firm's productivity and efficiency, thus putting the company at a disadvantage. Overcoming these barriers through increasing communication skills will help the company reach its full potential.

COMMUNICATION FLOW

The communication network of most organizations consists of vertical lines of communication providing upward and downward means of transmit-ting information with a view to integrating mecha-nisms such as committees and work-groups built or developed across these lines. Again, an organization, be it in the public sector or the private sector also provide lateral lines of communication which are considered as having equal significance with the vertical lines.

There is also diagonal or the matrix type structure of communication network, which contains both the features of vertical and horizontal or lateral communication lines. Most comunications among managers or among supervisors across different departments are horizontal, while comunications between superior and subordinate officers in the same departments are siad to be vertical. However, diagonal communicaton involve a suerior officer and a subordinate officer in different Departments.

The greatest tendency in most private and public sector organizations, however, is to consider communication in terms of upward or downward lines of interaction. Particularly, management commu-nicates policies, plans, information and instructions or directives downwards communication is achieved by means of the command chain, while the upward communication is achieved by work-group meetings, joint consultation machienery and by grievance procedures. However,

vertical communication tends to be dominated by what flows in the downward direction in most modern day organizations.

On the other way around, the flow of informatin across the organization is rarely comparable with the vertical flow. However, every organization has to make some arrangements for coordinating, integrating or unifying the efforts of more than one department, section or key executive officer, and this may be achieved by means of inter-departmental meetings or committees.

In the University system, for instance, there are Faculty or College Board meetings where staff from different departments meet regualrly to iron out matters which affect the Faculty or College, and to pool and share experience, ideals, etc, among colleagues across the Faculty or College. There are also the meetings of the DEOs (Departmental examination officers and Academic Board or Board of studies meetings comprising only the Heads of Departments or their representaitives.Again, there are committees of various forms such as Disciplinary Committees or Panels, Examination Committees, Transport Committees, Development Committees, Appointment and Promotion Committees' etc. All these serve as avenues for disseminating information across the organization, and the same experience applies in other public and private sectors organizations. It should, however, be stated categorically here that the use of committees is a rational and controlled approach to the problem of integration and it represents about the least that organizations can do to set up lateral or horizontal lines of communication. Where an organization is more organic in its operation, it tends to adopt the use of horizontal lines of communication among people in the same specialisation of working together, and much of the information flowing along such lines is highly technical, task-oriented and facilitate cooperation among work groups. Such information is only passed up the line if it is of particular significance or where it comes under the category of –need to know‖ for the manager or higher administrator concerned.

Organizations, which operate a system of ―Management by Exception‖, are able to make wider use of lateral forms of communication compared with organizations whose management insists on being kept fully in the pressure of what happens all the time. In organizations that are less concerned with routine duties, management by exception is more popular management by exception implies a high degree of delegation and autonomy where., once responsibilities have been fixed and standards of performance agreed upon, the manager concerned will only ask for information   if there is a problem, it is time for a periodic review of progarss or there is a significance deviation from plan, taget, or standard.

The priniciple of management by exception or reporting by exception implies that there are physical and mental limitations to what a manager or administrator can read, absorb and understand properly before taking actions; and enormous mountain of information even if it is all relevant cannot be handled by an average manager.

Reports for management or executive action or decision must, therefore, be clear and concise, and in many systems control, action works basically on the exception priniciple which states that slight variations between actual result and the plan may be considered acceptable while corrective action is only applied when results exceed certain established tolerance or allowable level or standard. This is

especially true of practical information.

For illustration, suppose a factory has six production sections and the production manager uses efficiency ratios as tolerance limit in his scheme of control. Also, assume that if the efficiency ration for any section is below 95% or above 110% each week the manager wishes to investigate the reasons for the low or high performance in order to decide whether control action is needed for the week's operaiton of the department. The observed data appears as follows:

Section	Efficiency Ratio
1	99
2	103
3	94
4	106
5	98
6	102

In this example, it is obvious that the manager will only be interested in the poor performance of the sectioon 3. Time and efforts will be saved in preparing a report for the manger if Reporting by Exception, RBE, or Management by Exception, MBE, is applied.

Research has shown that for simple problems, the quickest and most accurate results will be obtained by means of centralised, leader dominated channels of communication. Conversely, for complex problems, the most acceptable results are likely to come from decentralised communication channels where there is greater encouragement to share views, facts, opinions and feelings (Radovic Markovic ,Omolaja ,2009).

FORMAL COMMUNICATION CHANNELS

In the contemporary private and public organizations, the channels of managemet information include the Newspaper, magazines, radio and television announcements / broad-casting, company journals, employees hand- books, notice boards telephone converstion, telex, telefax, telegram, intercoms, post office or postal services, internet, report, pictures, graphics and cartons, personal contact, libraries, and sending errand boys and messagers. Others include information obtained simply by looking round, letter writing, internal memoranda, statutory books, textbooks and the likes. All these are common in the modern day business and non-business organizations as mean of communication.

INFORMAL CHANNEL OF COMMUNICATION

Informal communication structures have no set direction and they evolve from employee's interpersonal and social interactions. It moves primarily through word

of mouth and one common form is the grapevine; an informal channel of person to

person communication that is not officially sanctioned by the organisation. Grapevein usually one of four structures as follows:

- Single Strand Chain: In the single strand chain, each person passes the information on to one other person. The longer the chain, the more the information is prone to distortion. The usual structure of the single strand chain appears as follows in Figure 2.
- The Gossip Chain: In this case, informations is moved slowly because it depends on one person telling everyone else (Figure 3).
- The Probability Chain: This is the type of information which has no definite pattern of commu-nication. One person passes along information at random and receiver in turn passes it randomly to others – so some people hear the information and others do not (Figure 4).
- The Cluster Chain: This is the most predominat pattern, informaion is passed along selectively. One employee passes information to co-workers, who passes it along to other co-workers. In this grape-vine structure, people relay information to those with whom they feel most conformtable (Figure 5).

When managers and employees don't receive what they consider to be full information from formal channels, they seek it from informal sources. The more the formal communication system withold relevant information from employees, the more employee seek to develop informal communication networks which can often work against the purposes of the formal organization. However, effort to get rid of the grapevine often make it more powerful. Grapevine flourishes in climate of high uncertainty, when information from formal channel is especially scarce. Some organizations have to set up formal communication channel to difuse the anxiety caused by grapevine rumour. Employees consder the grape-vine as a highly credible source, so they cannot ignore information that flows through it. Mangers can use it to unofficially propose new ideans and monitor emp-loyee reaction to them. The response, however, gives clues to how the proposal could be reversed for better acceptance.
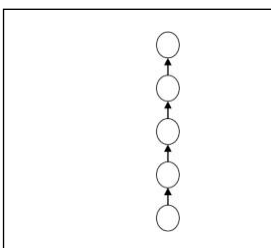
Figure 2: A Single Strand Chain
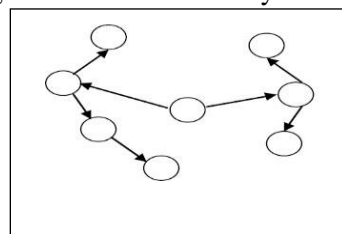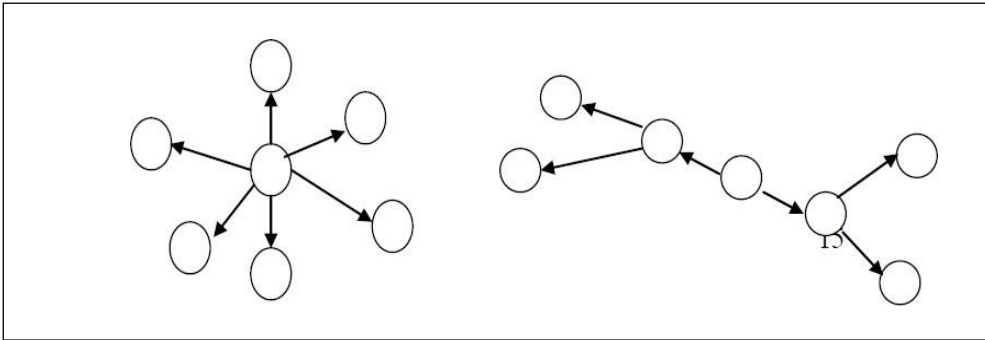
Figure 4.: The Probability Chain

Figure 3: The Gossip Chain   Figure 5: The Cluster Chain

COMMUNICATION FEEDBACK AND CONTRO

The encoder of information can not know whether the message therein is effective or not unless, he receives a feedback from the decoder. And it is only when the decoder can ─digest‖ or understand the full meaning and implication of the message that he produce a feedback to the encoder. Hence, the communication model can be represented as follows in Fig 11. that follows. It is when the information feedback is received through the feedback loop that control action can be taken.
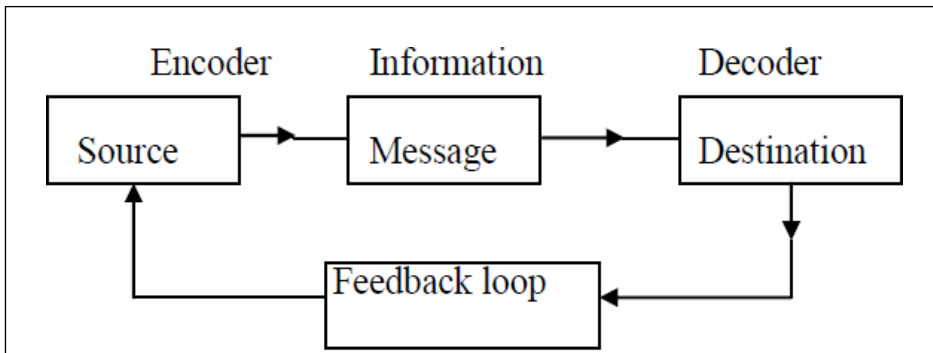

Figure 6: Communication Model

Management control, by the way, is a systematic effort by organizations management to compare performance wiith predetermined standards, plans or objectives. This help to determine whether actual performace is in line with these standard and presumably in order to take remedial action to see that human and/or corporate resources are being used most efficiently and effectively. To be succeful, any organization, whether a factory, local authourity, puplic parastatal or whatever must produce output in the form of goods and services or facilities that meet its objective. A crucial difference, between organizational and mechanical control system, is that in organizational systems, control is exercised by the use of information

In organizational control systems, the basic control information required consists of (a) action by the control unit to alter performance in accordance with the plan, (b) a standard specifying the expected performance, and (c) a measure of actual perfomance. Without a proper communication network, these will be very difficult to achieve.

The system of feedback loops described here allows us to know that control is an integral part of the system and that feedback, based on output measurement, must be fed back to make appropriate alterations to the output. This is a close loop system. A typical close loop management example is a stock control system with a planned level of stock. On the other hand, open loop systems occur where no feedback loop exists and control is external to the system and not an integral part of it. Control is effective when it induces behaviour, which is in accord with achievement of the organizational objectives as specified in the plans.

MANAGING COMMUNICATION IN ORGANIZATIONS

Communication is the key mechanism for achieving integration and coordination of the activities of specialized units at different levels in the organization (Radovic Markovic, 2011). Managing communication in an organization requires more than an understanding of the communi-cation process. Managers must be effective communicators themselves, and they mst also encourage employees to communication effectively. They can plan well and control the working of their organizations. They have the skills to transfer their policies, decisions, objectives and job instructions to the persons working with them at all levels. So these skills are quite essential for businessmen to perform their managerial functions .Such communiation organizations take the parttern of Interpersonal communication, group communication and internal communication (i.e. the exchange of messages among organizational members). Every organization has a formal communication system in which the flow of information is dictated by the offical organisational structure. Formal channels follow the organisation's arrangement of the various levels, divisions, departments and job responsibilities.

In an organisation chart, the line of authority that links the chain of comand are the formal channels managers and employees use to transmit offical information. Formal comminications can take many forms including phone calls, memos, report, staff meeting, department meetings, seminars, company's newsletter and official notices.

Effective vertical communication provides people on lower level with information about plans, schedules, politics and procedures to help them accomplish their work and it provides upper level management with feedback to determine the responses to messages sent downward.

Downward communication is the flow of information from higherst to lowest level in the organizational hierarchy. Managers use it to accomplish a variety of

key organizational functions and objectives as follows:

- To clarify and build support for the organization mission,
- To instruct, direct, query or reward employees,
- To explain policies, rules, regulations and codes of practices,
- To provide feedback from management, and
- To share information about the organization's health and about key elements in the external environments.

On the other hand upward communication is the flow of information from lower to higher levels in the organization. Managers encourge upward communication to perform the following important functions:

- To gather valuable information,
- To give employees the opportunity to air grievances,
- To find out when employees are ready for information from management,
- To get feedback from the employees in the forms of reports, complaint, suggestions, advice, e.t.c., and
- To get information about work problems

CONCLUSION

In conclusion, effectively communication can be a very useful tool when it comes to confrontation. At the work place, confrontations do occur; that is no surprise! However, effective communication can put many of these issues to bed if used properly. In a stressful situation, an effective communicator will be able to defuse the situation. This applies not only to aggressive confrontations but also to conflicts of interest. One team member may want to follow option A while the wants to follow option B.

The effective communicator will lay out the positives and negatives of both options and gather everyone's opinions on the situation. This not only provides a majority decision but also a calm resolution to a problem. The idea of whether women are better communicators than men is circumstantial. Sure women tend to engage in more and lengthier conversations than men, but this is dependent on personality. There are far too many stereotypes that portray women as talkers and even more persuasive than their male counterparts.

However, this is incredibly subjective. Environment and upbringing is the one factor of whether or not someone, despite gender, can become a good communicator. The argument based on the beliefs of society that deems women as more conversational is simply not enough to support the idea that women make better communicators than men.

There is a certain need for control when it comes to successfully communicating. This control applies to managing of emotions, personal beliefs, and even facial expressions. Emotions aren't always logical and when it comes to business, sometimes emotions tend to get in the way. Emotions such as anger very often can impede the process of a new business plan. Also, clashing of personal

beliefs can often lead to arguments and very often personal home life business should be kept out of the corporate world. Facial expressions tend to be misinterpreted; a slight rolling of the eyes could ruin a potential relationship between client and organizations.

Nonverbal communication can be potentially beneficial for an organization; however, the meanings of the nonverbal messages need to be shared, otherwise they risk being misinterpreted and result in miscommunication. For example, a friendly smile can be used as a sense of encouragement or telling someone they did a great job. However, nowadays it can be misread and seen as a potential sign of flirting. Nonverbal messages often risk becoming misread, however in a company where there are shared beliefs and ideals and little chance of misunderstanding it could be incredibly beneficial.

Technology has come a long way, and as easy as it is for us to communicate with people, it is just as hard to understand. For example, face to face communication is not as common as it once was, therefore, emails and written forms of communication have become more common. Internet services, in conjunction with existing and more widely used communication media, will enable the broadest enhancement of information and communication resources. Although easily accessible, it eliminates the non verbal part of communicating such as facial expressions, tone, pitch etc. Although these things seem minor, they are vital to communicating as they relay sincerity, sarcasm, and other qualities of communication. Without this nonverbal form of communication, people are quick to assume and may not always be assuming correctly.

In this context, the ability to communicate effectively is an essential quality of a businessman. Through successful correspondence, he leads his business to success. Namely, success of any business lies in effective communication and because of that we can conclude our consideration with a statement, ‒Take care of communication and success shall take care of itself.‖

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