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MANAGERIAL COMMUNICATION

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INTRODUCTION

Communication is a daily part of every person and is necessary and essential in the work of a manager. In their work, each manager uses communication in different situations. Communication is one of the primary prerequisites of success. All communication processes within the internal as well as external functioning of the company lie on its shoulders. The company is divided into several departments, such as: production, economic department, marketing, human resources department and many others, in which there are individual specific processes for each of these departments. In order to create any process, task, individual activities, it is necessary to use communication as a tool by which individual activities are divided, processed and terminated. If the communication in the company does not work, whether internal or external, individual activities are performed inefficiently or they are not filled at all. Thus, without communication, it is not possible to take any step, shift, activity in the company focused not only on services but also in manufacturing companies. Given the seriousness of a factor such as communication, too little emphasis is placed on it and insufficient attention is paid to it.

The aim of the textbook “Managerial Communication” is to help you – future managers, perceive verbal and nonverbal tools of expression, anticipate and actively influence the solution of various communication situations, improve in professional communication, point out that the culture of spoken word is as important as ability to conduct a job interview or lead project team. From a conceptual point of view, the textbook deliberately combines theoretical knowledge with practical experience, case studies, tasks and questions for discussion and solution. The latest trends in the communication of successful managers and examples of good practice from the ancient past have been reflected in the content of individual chapters.

After studying this textbook, you will be able to clarify the nature and process of communication, use feedback and active listening in the communication process, assess the advantages and disadvantages of different ways of communication, justify the style of communication of managers in conversation with employees, identify individual communication situations in the work of the manager and prepare for them, influence the opinions of others through an appropriate form of communication, understand their behaviour and draw probable conclusions, create an internal and external communication system at the workplace, involve employees in the company’s activities, apply communication skills in achieving higher efficiency of information transfer and much more.

1 COMMUNICATION PROCESS

The term communication can be derived from the Latin word “communicare” and means “to create common with someone”, to connect something, to give others an idea, hope, knowledge. Through communication, we want to report, mediate, share certain information, ideas, attitudes, opinions. In general, communication is used to denote the process of mutual understanding, transmission and receiving of information through direct or indirect contact.

After studying this chapter, you will be able to:

- clarify the nature and process of communication,
- use feedback and active listening in the communication process,
- assess the advantages and disadvantages of different ways of communication,
- justify the style of communication of managers in conversation with employees,

1.1 Core of communication

Almost 70% of the time in the waking state is devoted to communication – reading, writing, speaking and listening. At the same time, most misunderstandings stem from insufficient communication. The core of communication is mutual informing based on the transmission and receiving of information. Although information is the basis of communication, there is a fundamental difference between them. To provide the desired effect in the process of obtaining information, data that is processed is the starting point. Communication represents the process of providing information to their users. Information is all intangible, which is useful for humans and makes sense. It is an organized and efficiently processed data set. Communication is a way of submitting and receiving information.

primary data – data processing – information – communication

The essence of communication is in persuading others to think about the received message, understand its meaning and content, achieve understanding, or change behaviour. Every communication led by a manager, an employee, each of us has our own strategy (where am I going in communication and what do I want to achieve through communication?) and tactics (how do I achieve this). In communication we use several methods (how will I proceed?) and tools, techniques (by which I will achieve this).

An excellent idea loses its meaning if it is interpreted in the wrong place, in wrong way and not to the right people. Drucker (1999) claims that 70% of all errors in the workplace are caused by insufficient communication. Misunderstandings, vaguely defined goals and misinterpretations are common and often lead to poor work and tension or conflict. Managers have the greatest responsibility for the level of communication in the company. Most of them are not aware of the importance of communication in their work. They perceive it as a tool for obtaining and transmitting information. Maybe they do it under the influence of lack of time, thinking about other problems or even because of the undeveloped ability to communicate.