

### Organisation Charts Help:

- **To improve communication** → information can be passed on to other parts of the business
- **To delegate** → work can be passed to others lower down the hierarchy → more likely to complete tasks/less unfinished work
- **Possible specialisation** → different departments with workers have specific skill sets
- **To improve motivation** → workers have a clear career path with opportunities for promotion
- **To improve control** → workers are managed/supervised to ensure tasks are completed accurately and on time
- **Workers know who to report to if there is a problem** → workers don't all report to the same person → time isn't wasted going to the wrong person



### Delayering

**Definition:** Removing tiers of management, usually in the middle.

### Tall (Hierarchical) Structures

**Definition:** Involve organisational charts where there are many levels of hierarchy. In these organisations, there are usually many managers, and each manager has a small span of control.

#### Advantages:

- ✓ narrow spans of control → can help to limit managers' workloads
- ✓ clear and more regular opportunities for promotion of junior employees

#### Disadvantages:

- ✗ communication may be more difficult as it passes through many levels of hierarchy
- ✗ decisions can be made slowly as information has to be passed through the organisation

### Flat (Horizontal) Structures

**Definition:** Involve organisational charts where there are few or no levels of middle management between staff and executives.

#### Advantages:

- ✓ fewer managers → can help to reduce costs
- ✓ junior employees may be motivated by being given more authority
- ✓ communication can be quick and effective as fewer levels of hierarchy

#### Disadvantages:

- ✗ managers may have spans of control that are too wide
- ✗ the business may have to spend heavily on training to give junior employees the necessary skills

## Communication

### Communication

**Definition:** The exchange of information between two or more people.

### Feedback

**Definition:** The response stage of the communication process. Criticism of an advertising campaign is an example of feedback.



### Channels of Communication

**Oral** → this allows for immediate communication between two parties and can take the form of face to face, telephone, video conferencing etc.

**Written** → increasingly done through email, texting and Twitter rather than letters. This allows the sender and receiver to have a record of the communication.

**Visual or non-verbal** → this is likely to be combined with oral and written communication → to emphasise a point or to provide graphics and data e.g. on a PowerPoint presentation.

### Internal Communication Methods

Email/ intranet	<ul style="list-style-type: none"> <li>• same message can be sent to many at once</li> <li>• much information can be included</li> </ul>
Bulletins/ newsletters	<ul style="list-style-type: none"> <li>• given to each worker</li> <li>• may be kept for reference</li> </ul>
Meetings/ Face to Face	<ul style="list-style-type: none"> <li>• individual/group points discussed</li> <li>• feedback given and results cascaded</li> </ul>
Notice Boards	<ul style="list-style-type: none"> <li>• one item of information seen by many</li> <li>• consulted over time</li> </ul>
Memos/ letters	<ul style="list-style-type: none"> <li>• written messages sent to all</li> <li>• can be filed and referred back to</li> </ul>
Text messages	<ul style="list-style-type: none"> <li>• written message can be kept</li> <li>• shorthand can be used</li> </ul>
Telephone Call	<ul style="list-style-type: none"> <li>• immediate contact with the right person</li> </ul>
Video conferencing/ FaceTime	<ul style="list-style-type: none"> <li>• immediate contact with the right person</li> </ul>

### Factors to think about when deciding on which communication method to use

- cost
- speed of delivery
- speed of reply/response
- length of message
- detail in message
- confidentiality
- keeping record of message



### Importance of Effective Communication

- **Increased employee involvement** → employees are aware of the activities taking place in the business → can lead to increased productivity
- **Improved motivation** → using communication to recognise the achievements of others can improve motivation and productivity levels
- **Working towards the same aims and objectives** → effective communication can coordinate the actions and decisions of employees and ensure that they focus on the right aims and objectives
- **Feedback** → can help an employee identify weaknesses in their work and offer ways in which their performance can be improved → may lead to an increase in their labour productivity

### Problems with Poor Communication

- **Low employee morale** → as employees do not know what is happening within the business can lead to poor productivity
- **Increased absenteeism** → poor communication can result in low level of motivation → this affects decisions by employee on whether or not to go to work each day
- **Reduced employee cooperation** → employees who are not well informed about events within the business may become uncooperative → making it harder for a business to implement change
- **Incomplete actions and activities** → most employee errors come from a lack of understanding and poor communication. This means that an employee may not know how to ensure a customer's order is fulfilled correctly → this leads to unhappy customers
- **Supplies not being ordered on time** → delaying the process of orders or the production of goods or services



### Barriers to Effective Communication

- **Physical barriers** → larger organisations operate in different locations, impacting on face to face discussions
- **Cultural barriers** → a clash of cultures might occur with different interpretations of messages
- **Language barriers** → misunderstanding of words and instructions in a cosmopolitan workplace
- **Perception** → people often interpret the same message in different ways