ABSTRACT

The urge to communicate is natural and fundamental to the human species. Primitive men used body language to communicate their thoughts and feelings. The story of man’s emergence from a state of ignorance to a state of understanding is the story of his urge to communicate.

Human being picked up the stimulus from his environment and formulated a message in a code which he devised and perfected from time to time. He responded to the stimulus himself or in co-operation with others. Man’s struggle with his environment brought to his vital knowledge. Application of this knowledge gave him technology. Further, the development of technology led to the growth of organized societies. Thus, man engaged himself in the task of setting up an organization.

An organization consists of a number of people and it involves inter-dependence. A business organization aims at reaching the desired target of productivity. This goal can be achieved by interchanging of information among the concerned people. Corporate communication activities are internal and external. Internal activities in corporate involves planning, directing, controlling and motivating the employees.

Effective corporate communication promotes spirit of understanding among the employees, employers & supervisors. This will not only help to get better returns but will also bring job satisfaction among the employees in the corporate sector.

Now-a-days there is a need for effective communication to face competition in the market. The human resource should have good communication skills to communicate effectively to the customers through sales letters, advertising and publicity, event management, product launches etc. The employees should also be well informed to handle or adapt to technological changes.
Good corporate communicate is a two-way process. It must be clear, concise and easily understandable. It must be relevant and timely and open to questions. All types of corporate communication aims at eliciting response which increases accuracy and confidence which is essential in the organizational communication because information that flows in a corporate organization is expected to produce certain results and vice-a-versa when it flows out reaching out to desired target group of people. It can open communication channels, build trust and encourage participation. It can strengthen the bond between superiors & subordinates, customers and salesman etc. If done the right way, it expands the opportunity for continued openness and trust; if done poorly, it introduces fear and resentment into the relationship.

Today when corporate India is being churned in the crucible of change, a change in which everything is providing to be variable and nothing constant, corporate communication has assumed a new importance as a professional function and a discipline. It is both an instrument of strategy and a strategy in itself. It is the means by which growth of human resources, and trust building is possible. It creates workforce alignment around mission and task; and engages employees in an ongoing continuous improvement that shapes and reshapes the performance of the corporate organization.

Communication is a central feature of human life. The ability to talk is the very feature that distinguishes us from our primate ancestors. Knowing how to use language effectively gives the bearers of this knowledge power over their environment and an upper hand in their dealings with others. Thus, understanding the importance of communication in management is an essential tool for managers who wish to build and develop their organisations and their staff within these organisations.

This thesis takes a case study view of manager-staff communication at different corporate companies. In this study managers and staff members contribute their feelings on current communication practices at this organisation through an online questionnaire and in-depth interviews. In an interpretive paradigm this thesis answers three central questions: 1) what role do managers and staff think communication plays in their working relationships, 2) what do they perceive to be effective and ineffective communication strategies and 3) What strategies can they suggest enhancing effective communication?
Through in-depth qualitative research and numerical data analysis this thesis discovers central themes that pertain to the effective flow of communication in this organisation. These themes include: motivation and praise, the role of listening, building relationships, respect, acknowledging others’ languages and cultures, building teams, communicating frequently and using email and technology effectively, as well as keeping notes of meetings and discussions. Challenges to effective communication include not having enough time, suffering from stress, and the challenges of physical space and distance.

The purpose of this study was to explore the communication process and the human resources and organizational development practices linked to a strong worldwide corporate culture. By addressing key research questions, proposing and applying the “Corporate Culture Communication Strategy” model, the researcher conducted a detailed ethnographic case study. Using observations and secondary databases, this study evaluated and presented the unique aspects of communication culture system. Conclusions and closing recommendations were presented as guidance for future applications using the proposed communication strategy model.

Strategic management theory differentiates between enterprises, corporate, business-unit, functional and operational strategy. With reference to these strategy levels, corporate communication strategy is conceptualized as a functional strategy, providing focus and direction to the corporate communication function. Acting as a framework for the communication plans developed to implement the strategy, it makes the corporate communication function relevant in the strategic management process by providing the link between the organisational mission and communication plans. Corporate communication strategy is seen to be the outcome of a strategic thinking process by senior communicators and top managers taking strategic decisions with regard to the identification and management of, and communication with, strategic stakeholders.

By paying attention to basic human principles, such as the fact that acknowledging people for a job well done encourages them to perform well in future, this thesis relates the general concepts of communication and management theory to the specific realities and
individual, personal experiences of manager-staff communication. In this way it sheds a beam of light on management communication practices and points the way towards an ideal where managers and staff members use communication as a tool of empowerment and understanding.

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