CHAPTER-II

LITERATURE REVIEW

Communication is a focal feature of human life and corporate communication is a central feature of a business organization. Corporate communication, in theory, is one of the greatest levers for business success. Understanding the importance of communication in management is an essential tool for managers who wish to build and develop their organizations and their staff within the organization. This thesis takes a case study view of manager-staff communication at selected organizations. Challenges to effective communication include lack of communication skills and the challenges of physical space and distance. By paying attention to basic human principles such as the fact that acknowledging people for a job well done encourages 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. It sheds a beam of light on management communication practices and points the way towards an ideal where managers and employees use corporate communication as a tool of empowerment and understanding.

A comprehensive review of the literature reveals a wide variety of definitions and several proprietary models for corporate communication skills in implementing strategies of Human Resource Development. The research strategy used in this literature review was to first search for
the historical beginnings of corporate communication so that the theoretical foundations upon which it emerged could be identified. In doing so, special attention was given to the various definitions of communication, corporate communication skills that appeared in the literature. Characteristics of corporate communication, its relation with human resource development are discussed in both professional and personal aspects of corporate communications. Secondly, the reviewed literature was categorized according to models and methods being used, so techniques and tools used in the process of implementing HRD practices and strategies to all models could be identified and discussed. Thirdly, rudimentary research in similar helping professions is presented to give merit to and help substantiate the validity of role of corporate communication that remain, by and large, testimonial in nature.

The research strategy used was a comprehensive search to identify a theoretical framework upon which a research study could be designed that would test the hypothesis. Thematic in the literature was the assumption that corporate communications improve human resource development strategies. The research tried to sanction the right of the organizations to achieve fulfillment and satisfaction by means of self-actualization and development of human potential.

This literature review reflects the blending of three major literature bases: (1) Corporate communication skills; (2) HR strategies; (3) Role of communications in human resource development. An analysis of the terminologies,
conceptualizations, functions and findings within these topics will provide support for the proposed theoretical framework.

**Defining communication**

Before trying to understand the role communication plays in organizations it is useful to define what this study intends by the use of the word “communication”. The Oxford English Dictionary(1989) defines communication as “the imparting, conveying, or exchange of ideas, knowledge, information etc. (whether by speech, writing or signs)…” But the use of the term “communication” seems to have proliferated in the information age where communication is immediate and instantaneous. Currently a communications expert can be anything from a linguist, a public relations officer or a researcher in any kind of language-related field to an information technologist, a computer scientist or a website designer, and many other things in between. Communicating can be imparting knowledge, receiving it, undertaking communion; whole books have been written on the ‘idea of communication’ as a notion in itself. Coming to terms with what communication really is is not an easy task since communication is often defined not so much as a single entity but as an idea, a process, and a product of processes.

In management books communication is usually defined as imparting information with a specific plan or result in mind, as in Rogers and Agarwala-Rogers(1976:9) where they claim to define communication as “the process
by which an idea is transferred from a source to a receiver with the intention of changing his or her behaviour”.

In this research, the term communication is used to describe the process of the sending and receiving of messages between two individuals. Communication here includes the features that one cannot see or touch during meaning-exchange such as affective features and cultural variables. Communication here is a one-on-one process and does not include messages sent from one-to-many or any kind of mass communication. I do not use the term to include references to multi-media or computers. In addition the focus of communication in this research is on how the messages are sent and received and what other factors play a role in the effective sending and receipt of those messages.

More specifically, communication is the “sorting, selecting, forming and transmitting of symbols to create meaning in another person’s mind” (Rasberry and Lemoine, 1986:31). Symbols here are used to explain the bigger “concepts” that are formed when people hear and try to understand words or groups of words. A symbol can be as simple as a single word or as complex as a whole idea or theory. Rasberry & Lemoine’s model can be simply explained through their summary, as follows (1986:31):

The source, or sender, is stimulated by some need, motive or drive to send a message to a receiver. The source must encode the message by sorting and selecting symbols through a channel. The receiver decodes the meaning of the symbols used by the sender and interprets the message. Knowledge, attitudes,
experience and socio-cultural background act as a filter in giving meaning to the message. Finally the receiver responds to the message and thereby provides feedback to the sender.

In their model communication is dynamic (speaking is an activity that involves ongoing behavioural changes), irreversible, proactive (it involves the total person) and interactive (it involves two or more parties) (Rasberry and Lemoine, 1986:25). In addition, they acknowledge that several factors affect how people exchange messages. Rasberry and Lemoine’s model (1986:31) indicates that people’s motives, thoughts, decisions, skills, knowledge, attitudes and socio-culture all have the potential to affect the way a message is encoded or decoded. These intangible variables can differ greatly between individuals who draw on their unique background knowledge to interpret messages, making communication “a risky adventure without guarantees”. (Peters, 1999:267).

It is vitally important to acknowledge that individuals bring many factors to a communicative exchange. While Rasberry and Lemoine touch on some of these aspects, such as gender, culture and power differences, to merely acknowledge that these differences exist is not enough to come to terms with the large impact they may have on communication. In a much larger thesis it would be nice to be able to discuss in greater detail issues such as intercultural difference, for example, but in this thesis it must suffice to acknowledge the differences and attempt to give a broad overview of cultural theory if such points arise for discussion as a result of responses by questionnaire respondents or interviewees.
2.1 COMMUNICATION MODELS

Descriptive Models

The principles of a basic communication model are broad enough to be useful in any situation, whether the communication involves two people or large groups, employees or organizations. The same basic transaction occurs and similar potential problems can arise as well. In other words, a successful message, regardless of the context, depends on the ability to understand not only the variables of the communication process but also the role that each variable plays in the model (Pepper, 1995).

In general, variables of a basic communication model include a sender, a receiver, a message, and a communication channel. Since the process is not linear and does have a circular flow (viz transactional models), eventually the receiver will either send a feedback message or respond through attitudes and behaviors. Noise that surrounds the entire process is also part of the model (Champoux, 2000; Martin, 2001). The end result is the transfer of a meaning “that includes words, intentions, contexts, histories, and attitudes” (Pepper, 1995, pp.7-8).

ALTERNATIVE MODELS

Basic communication models, summarized by “who... says what... in which way... to whom... with what effect,” (Gibson, Ivancevish & Donelly, 1997, p.400), have inspired several alternative models of communication...
strategy, such as those of Munter (2003) and Argenti (1998).

Munter (2003) has adapted the variables of a basic model for her “Communication Strategy” model (Figure 1). She refers to the “sender” as the “communicator”, and to the “receiver” as the “audience.” “Communication channel” is replaced by the “Channel choice.” The environment of the model (“noise”) is “culture context.” As each variable in the basic model plays a different role in the communication process, Munter’s variables have also unique purposes that should be analyzed separately. In fact, her work provides a strategy for each one of them, functioning as a practical guideline for an effective communication.

![Diagram of the Munter Communication Strategy Model](image-url)

**Figure 1.** The Munter Communication Strategy Model
Using a similar rationale to explain corporate communication, Argenti (1998) presents a “corporate communication strategy framework” (see Figure 2). His explanation derives from the Aristotelian definition of communication. Thus, in his framework, “instead of a ‘speaker’ [the sender], the first component in a corporate communication strategy is the organization… the second component, in place of Aristotle’s person to whom the end or object of speech refers, is the constituency [the receiver]… the final component, which Aristotle describes as ‘the subject of which he treats’, will be referred to as messages” (pp.32-33). Going further, Argenti (1998) classifies the constituency as two kinds: primary and secondary. The primary ones are the employees, customer, shareholders, and communities. The secondary are media, suppliers, government, and creditors.

Figure 2. The Argenti Corporate Communication Strategy Model

Similarly to Munter, Argenti emphasizes the importance of not only thinking about the communication...
strategy as a process but also analyzing each one of the variables separately. According to Argenti, “creating a coherent corporate communication strategy, then, involves... defining the organization’s overall strategy for the communication, analyzing the relevant constituencies, and delivering messages appropriately”(1998,p.33). In line with the findings about strong cultures, companies need to develop a coherent corporate culture system, define a corporate culture communication strategy, and deliver the message of values and beliefs to their employees.

Argenti advocates assessment of “the results of your communication..[to] determine whether the communication had the desired result”(1998,p.42). Since the communication process has a circular flow, it is only after an expected constituency responds that the corporate communication can be considered successful. Aligned with recommendations from the culture literature, companies need to constantly assess and challenge their values and beliefs by probing their employees.

In summary, the rationale behind corporate communication strategies can be applied to a “corporate culture communication strategy” in order to maintain and develop companies’ values and beliefs. Munter (2003) and Argenti(1998) take the principles of basic communication models to develop communication strategy models, and I propose a culture communication strategy based on these two authors’ models. Chapter Three will present the proposed model of corporate culture communication strategy.
The last topic in this literature review discusses the strategic role of the practices of HR/OD professional as an effective channel choice for communicating values and beliefs.

**COMPETENCY MODELS**

Models that provide an indication of internal communication practitioner competencies were included in this literature review. These included those proposed by Keenan and Hazelton (2006), Dewhurst and Fitzpatrick (2007) and a joint working party comprising the Chartered Institute of Public Relations’ Internal Communication Alliance, Communicators in Business and International Association of Business Communicators and the Internal Communication Association (Smith, 2005). Key themes are addressed here.

Internal communications has a strategic role (Smith, 2005) and needs to focus on organizational outcomes and enable individual employees to see the relationship between their role and those outcomes (Keenan and Hazelton, 2006. Dewhurst and Fitzpatrick, 2007). Brand management is also referenced (Smith, 2005), as is the relevance of organizational culture to the internal communications role (Smith, 2005).

The importance of relationships and relationships building are common themes (Smith, 2005. Keenan and Hazelton, 2006. Dewhurst and Fitzpatrick, 2007). Coaching, consulting and training is emphasized along with behaviours (Keenan and Hazelton, 2006). Practitioners
need to be able to work supportively and possess facilitation skills (Smith, 2005).

Journalistic skills continue to have importance (Dewhurst and FitzPatrick, 2007. Smith, 2005) as messages must be clear and powerful. Organizational skills associated with event and project management are also referenced (Smith, 2005) along with the need for creativity, innovation and design (Dewhurst and Fitzpatrick, 2007).

The role of the internal communications practitioner as a planner is a common feature (Dewhurst and Fitzpatrick, 2007. Smith, 2005) with the need to undertake research, evaluate, audit and manage channels (Smith, 2005) and provide opportunities for feedback. Channel management and managing the flow of communications is referenced (Smith, 2005).

Expertise in the specialist or sectoral area is also highlighted (Dewhurst and Fitzpatrick, 2007, Smith, 2005), as is professional knowledge of, for example, communications law and regulation (Smith, 2005).

The models point to a number of attributes that are relevant to this study. Internal communication practitioners are expected to be action and goal orientated (Dewhurst and Fitzpatrick, 2007), to be able to work well as part of a team (Smith, 2005) and to have influencing skills (Smith, 2005).

The need for internal communications to be integrated within the wider public relations effort as well as with other organizational processes, including Human
Resources and Marketing is also highlighted (Smith, 2005. Welch and Jackson, 2007).

Areas of competency emerging from the literature review

This review has identified a number of areas of competency that appear from literature to be relevant to the practice on internal communication and needed for a practitioner to be effective.

**Areas of competency identified are:**

- Understanding people in organizations.
- Strategic focus
- Planning and process management
- Change management
- Coaching and consulting
- Communications through technology
- Tactical skills
- Management skills
- Sectoral knowledge
- Professional knowledge

**Corporate Communication**

Communication and organization are strongly complementary. “Neither communication nor organization comes first; they are the same event… the process of communicating is the act of organizing, and efforts to organize are communication-bound” (Pepper, 1995, p.7). Therefore, by understanding communications and organizational activities as attached topics, it is easier to understand why corporate culture can only be developed
and maintained through the support of a communication strategy.

The growing focus on corporate communication is due to research findings relating communication and organizational benefits. Communication is increasingly seen as a competitive advantage. Well-informed employees with active participation in the decision-making process are powerful sources for innovation and adaptation. As Horton (1995) states, “successful organizations... gather the information needed to build and deliver the effective messages”. Moreover, the complexity of communication in a globalized world requires managers to take a closer look than ever before at corporate communication. The diversity in workplaces and constant changes in the business environment also contribute to the increasing literature around corporate communication (Hargie & Tourish, 2000).

There is a considerable agreement in the definition of corporate communication or organizational communication; it is generally characterized as a process of sending and receiving messages with attached meaning to reach business results. (Schermherhorn, Hunt & Osborn, 1998). Additionally, Dewine (2001) pulls strategy into the term by stating that corporate communication is “... the processes by which messages are sent, the monitoring of these types of messages sent, the values associated with those messages, the amount of information conveyed, the rules and norms under which messages are sent, and the organizational variables that affect the process such as structure and outcome measures.” (p.6)
Corporate communication is a fundamental part of the organizational system. Organizational variables such as strategies, intentions, and outcomes are what differentiate corporate communication from other types of communicative contexts, such as family communication (Dewine, 2001).

### 2.2 HR Strategic Role

#### The Cultural Management

Increasingly since the 1980’s, human resources managers have been seen as strategic business partners. According to Guest, “the apparent novelty of HRM[human resource management] lies in the claim that by making full use of its human resources a firm will gain competitive advantage” (1990,p.378). Due to the unique characteristics of the current business environment, employees’ capabilities and skills the only long-term competitive advantage of companies (Conolly, Mardis & Down, 1997). Moreover, several scholars have presented research findings relating his-performance results to HR practices as well (Conolly, Mardis & Down, 1997; Fitz-Enz, 1997; Ulrich, Brockbank, Yeung & Lake, 1995).

Among the numerous advantages of a strategic-focused HR, *cultural management* is one of the most important, and it is the topic of the present review. Cultural management refers to the activities related to culture formation, development, change, and maintenance (Fairholm, 1994). Therefore, culture management is the HR strategic role that strengthens corporate values and beliefs and, consequently, improves business results.
Numerous studies highlight the importance of cultural management but use different approaches. Some studies identify the need for a cultural infrastructure, while others believe that HR system should be “culturally compatible,” and still others advocate a cohesive culture system. Ultimately, they all propose the same tactic: aligning human resources policies, programs, and practices with corporate culture values.

Previous models attempted to prescribe the “right” values for successful companies (Deal & Kennedy, 1982; Peters & Waterman, 1982). However, recent studies suggest that the key to the success of leading companies is not specific values, but rather the fit between the culture and reality (Greene, 1995). No matter what cultural values a company holds, failure is most likely to occur unless those values are tightly correlated with both external and internal realities; the values of a corporate culture must fit the needs of the business environment and of the employees. Thus, the internal systems of a company have to be built according to its cultural values. More specifically, the HR management system of a company has to be culturally compatible (Greene, 1995).

Once there is fit between the culture and the role of HR management, the next and most difficult step is to develop and execute a tactical plan. The tactical plan is how the HR/OD professionals manage their cultural roles, and the execution of the plan refers to the implementation of human resource practices. Recalling the basic communication model (i.e. sender, receiver, communication channel, feedback and noise), HR practices
can be seen as the communication channel for maintain and developing values.

**HR Practices**

Assuming that HR practices are a channel choice to communicate corporate culture, the implementation of such practices is that makes the difference. HR practices of staffing, developing, designing, and rewarding can achieve strategic results when aligned to the company values and goals (Gareth, 1998).

As illustrated in Figure 3, the practices related to the cultural formation, development, and maintenance serve as the core to four HR areas: staffing, organizational training and development, work design, and performance management.

![Figure 3. A Model for HR “Cultural” Practices](image-url)

First, staffing deals with recruiting, hiring, and retaining the most talented and qualified people who have
values congruent with the corporate culture. Company-driven values that overlap with personal values are easier to live by. Global organizations and organizations that value diversity face a big challenge here: “to recruit and retain people with similar core values of the corporate culture regardless of which national culture they are from” (Schell & Solomon, 1997; Treen, 2000).

Second, organizational training and development involves facilitating learning, understanding, and commitment to the corporate values, as well as associated career development and training. It is HR professionals who make sure the future managers receive the training they need to become role models of the company values and beliefs (Rowden, 2000). Leaders play an important role in helping organizations disseminate their cultures. In fact, leadership development practices may be the key differential of HR practices. By developing values-based leadership skills, a company ensures their long-term cultural values.

Third, work design refers to “the arrangement of tasks, people, and technology to produce both psychological outcomes and work performance” (Cummings & Worley, 2001). It includes the work procedures, job analyses, practices, and programs needs to make the expected behavior occur consistently among employees (Machrone & Tenekins, 1999).

Behaviors and assumptions can be reinforced by strengthening the values and beliefs in the HR work processes, within the rest of company functions, and
beyond, to the external services related to the company. For example, HR professional should honor the company values not only in the hiring process, but also in the termination process: if the value is to treat employees with respect, the company should do whatever is possible to help the terminated employee find another position in the job market.

HR needs to be involved with the overall work procedures and policies to ensure alignment with the cultural values. For example, the work processes of a global organization with a strong culture may allow their leaders to make decisions and take actions independently of predetermined policies, based on their intuitive judgment of what is right or wrong (Schell & Solomon, 1997).

Last, there is performance management, which is imperative for a cohesive culture. Performance management is the process used to identify, encourage, measure, evaluate, improve, and reward employee performance (Mathis & Jackson, 2000). These are actions that should be carefully designed or redesigned to communicate the right message and elicit expected behaviors, and to reinforce and recognize the stated values and not other contradictory unstated values (Greene, 1995; Treen, 2000).

In conclusion, HR professionals are the guardians of the corporate culture (Schell & Solomon, 1997). The daily HR practices, once shaped, become a powerful channel choice to corporate culture communication strategy. “Who is hired and retained, how people are paid and what
behaviors are deemed desirable all send strong message about the desired culture” (Greene, 1995,p.121)

2.3 Communication and Management

“Perhaps no other aspect of human behavior has been so closely linked to the supposed ‘special’ status of human beings” than language (Lieberman,1975:vi). As humans, the ability to speak sets us apart from animals and other life. As we speak we try to make sense of our world. However, Lieberman(1975:1) says that

Human language is not a phenomenon that can be completely divorced from other aspects of human behaviour and human life. Language affects and indeed structures virtually all aspects of human behaviour including the way we structure our world and manage it.

Communication and management are two concepts that have existed since humans began to organize their world more efficiently. Although they have not often been studied side-by-side or as two different aspects of the same process they are nevertheless inextricably intertwined because man’s struggle to organize his world has occurred, undeniably, through the medium of language. According to Neal (1960:11)

Communication has made possible our great industries; our commerce with other nations; our improved transportation, modern methods of agriculture, education, science; our entertainment and recreation. It is the real basis for our standards of living.

In this literature review the researcher focuses on both interpersonal communication and management and
attempts to find a unifying connection between the two fundamental human tasks. However, since “Communication is a good deal more talked about than understood” (Thayer in Rogers and Agarwala-Rogers, 1976:1) and “Men, though managers, did not write about or recognize management as such until fairly recent times” (George, 1972:xv) this task is not an easy one.

In attempting to understand and synthesis these two central themes this literature review will cover literature relating to communication, management and management/organizational communication. The chapter begins by defining communication and describing the need to study it as an important part of management and as a way of enhancing management skills. It goes on to describe a working management-communication model that will be used to examine communication in the university context under study and continues to establish the role of communication in management. I then attempt a general overview of literature relating to an evolution of management theory in order to show the role that communication has come to play in management over a period of time as well as to contextualize current management practices. I then discuss social theory and organizations as well as communication in the context of this study. Later, I draw a brief distinction between management and leadership and examine a few theories of leadership in order to establish a superficial basis of similarity and difference between the two. This is also to anticipate what managers think of as management and leadership and help explain how they might use the terms interchangeably. I then look at motivation as a part of
management, particularly within current management styles, and outline some theories of motivation after which I touch on management miscommunication. Lastly, I offer a brief review of current research into management communication in order to contextualize this study and compare research trends with my own research.

Numerous management texts demonstrate the importance of communication as part of daily human life and its useful role in managing both people and tasks. This section serves to demonstrate that the role that communication has to play in organizations has often been ignored in the past. Since communication is often dismissed as being as natural a human function as breathing, it is easy to understand how this perception has been perpetuated. But communication is such an important part of managing people and organizations while enhancing productivity and keeping workers happy that it is worth devoting a section of this literature review to it, simply to acknowledge its vital role.

As Fourie points out, communication is central to human life. But has man’s most important activity been given the acknowledgement that it deserves in management, another role central to human life and functioning? As far back as 1938 Chester Barnard recognized the importance of communication in management.

Even though Barnard acknowledged the essential role of communication nearly seven decades ago the
consequences of this acknowledgement had not been fully explored until fairly recently. As the decades unrolled management as an exercise started to focus more on achieving success through the effectiveness of its human employees and less purely on the bottom line. That is not to say that this was an entirely altruistic development. It was more that management was beginning to realize that happy employees could positively influence the bottom line. As Semler (2003:113) says, “At a company, profit, growth and quality will happen only once employees feel it’s worthwhile to get up for work”. Effective communication is an important part of developing the relationships that make staff members want to get up and come to work day after day and management theory is evolving to recognize this fact as time goes by.

Thus, while managers started to realize that communicating with one’s staff was important they did not really know how to go about doing it effectively. Since the 1970’s the interest in communication in management has grown exponentially. As interest in the subject has grown, so has knowledge of what makes it a success. Now, in a new century and a new age, “the information age”, human knowledge of communication has reached a point where, Haslam argues, “The plain fact is… communication has never been more important than it is now. It is at the crux of global development, business, politics and commerce” (2002:20). Finally “the value of quality internal communication and its relationship to organizational efficiency and effectiveness has been widely recognized” (Quinn and Hargie, 2004:146) and communication is
coming to be seen as one of the essential components of the managerial process, as Hellriegel et al. (2001:16) explain:

Of the six managerial competencies that we have identified, communication is perhaps the most fundamental. Unless you can express yourself and understand others in written, oral and non-verbal... communication, you cannot use the other competencies effectively to accomplish tasks through other people nor can you effectively manage the vast network of relationships that link you to other people inside and outside your organization.

An effective administrator needs to be able to understand and use communication for a thousand different reasons. Unfortunately, the desire for knowledge often exceeds the knowledge available, as Berry demonstrates in this quote: “While the need for good communication has been identified, the lack of research or establishment of communication strategies… has also been highlighted (Berry in Quinn and Hargie, 2004:147).

It is within this framework that the “communication audit”, a term which emerged in the 1950’s (Tourish and Hargie, 1996:39) has gained popularity. The communication audit is designed to assess the “philosophy, concepts, structure, flow and practice” of communication in an organization (Emmanuel in Tourish and Hargie, 1998:177). This can be remarkably useful tool to accurately gauge the communicative practices of an organization. Unfortunately, though, it is not able to delve beneath the surface of communicative events to discover the motivations behind communicative practices or how
employees feel about communicative activities which occur in their business environments, which is the real aim of this interpretive study.

This study seeks to look below the surface of managerial communicative practices in an organization and to relate the awareness of these practices with their efficacy by using questionnaires to gain a bigger picture of the organizational management communication practices and interviews to gain a more detailed perspective of real, on-the-ground practices on an individual scale.

**Communication in Management Theory**

Since history repeats itself, it is useful to touch on where communication in management has come from, in order to understand more about management communication today. Communication as a concept has evolved over centuries, since humans learned to talk. To try and describe the evolution of language and finally to narrow it down to interpersonal communication would take an entire thesis of its own. Suffice to say that how people talk has evolved as a site of study of its own fairly recently. Although this section simply speculates on the origins of interpersonal communication this personal conjecture may provide some hints towards understanding the drive to improve one’s own communication as an individual.
The evolution of self-help books may have come at a time when personal improvement and the constant drive to make oneself a “better” person were emerging as areas of public interest. Dale Carnegie’s landmark work *How to Win Friends and Influence People* was first published in 1937, just after the American great depression. It came at a time when people desperately needed to believe in themselves and, I would argue, had a significant influence on generations of entrepreneurs. This project does indeed contain a whole section on management and communication. It includes useful management advice like the fact that managers must realize that “resentment caused by a brash order may last a long time” (Carnegie, 2001:213) and “It is always easier to listen to unpleasant things after we have heard some praise of out good points” (Carnegie, 2001:199) as well as “Make the other person happy about doing the thing you suggest” (Carnegie, 2001:235). These are all basic management principles laid down in popular literature 70 years ago.

Many of the principles discussed in *How to Win Friends and Influence People* involve both management (of oneself and of other people) and communication, because the easiest and most lasting way of winning people over is by showing an interest in them and talking nicely to them. These are principles that both managers and staff identify in this study. It is interesting to note that while they appear new and exciting to the workers, they were identified decades ago in popular literature, and centuries ago in classical discussions of the nature of man. Even Plato in *The Republic* discusses both management (of the ideal society which he proposes) and communication. He is
aware of the double-edged sword that is communication and warns that story-tellers should be censored so as not to tell lies (Denning, 2006), just as managers should be in this day and age.

From looking at texts from both decades and centuries ago it would appear that humans have always been interested in more efficient ways of managing their world as well as using communication. But focusing on Carnegie’s more recent text it would appear that a definite link between talking and motivating has already made a huge hit a few decades ago. This was also a time when managers (of our modern, western society) started to become aware that good management and leadership practices were accomplished by individuals within companies, not companies themselves, and that improving one’s personal skills could improve one’s management skills simultaneously. At the same time as pop literature started to focus on individual discursive power, management theory began evolving towards a more democratic approach to dealing with people. This may be simply a hopeful coincidence, but it seems that since its beginning in scientific, task-oriented management (early 1900s) where communication was seen as a means to an end, if it was considered at all, management theory has evolved to include individuals and their needs as part of the business structure, and communication is an important aspect of this evolution.

The trend towards recognizing the importance of communication seems to have arisen with a new awareness of the significance of keeping staff and investors happy
Democratic management, in which communication plays a central role, is a more recent management trend following on the heels of centuries worth of management theory beginning as far back as the Egyptians but making its mark more traceably in the 19th century with Charles Babbage and the scientific approach (George, 1972:vii-x).

But, just as “management theory cannot be portrayed as an orderly succession of ideas or a unified body of knowledge in which each improvement builds on and advances the one before it” (Pindur et al. 1995:75) so can communication theory within management not be isolated into specific groups or trends. However much we attempt to make these patterns conform to fixed periods of time or certain theorists’ perspectives they will always overflow into different eras and themes of management.

It is nevertheless useful to begin by looking at an era which did not seem to focus much on communication and the first modern traceable management theory. The idea of individuals as more engine than human comes from scientific management, based on the idea attributed to Taylor that individuals could be programmed to be efficient machines (Hoy and Miskel, 1996:9). Classical or traditional organizational thought, into which scientific management falls, generally ignored psychological and sociological variables (Hoy and Miskel, 1996:10), and communication along with it.
Although Taylor’s intentions are often misconstrued in literature the scientific school, into which his management theories are believed to fall,

Inclines toward the quantitative in methodology and the realistic in epistemology. It tends to eschew the qualitative, the imponderable, the intractable, and to avow the early Wittgenstein’s ‘Whereof one cannot speak, thereof one must remain silent” (Hodgkinson in Greenfield & Ribbins, 1993: xi).

Administrative management, followed after the scientific management trend. Administrative management “examines organizations as total entities and focuses on ways to make them more effective and efficient” (Pindur et al., 1995:60). This management theory may have looked at communication as a factor, but again from an organizational perspective rather than an individual one.

Interest in communication as part of management seems to have stirred during the first part of the 20th century. Redfield (1958) argues convincingly that the origins of interest date to about the late 1920’s, or perhaps later.

One of the remarkable developments of recent years in the business world has been the growing concern of business managers with the problems of communication. This is a relatively new interest. While no-one can pinpoint a date and say with assurance that businessmen then began to recognize the problems of communication, my own observation is that, in general, concern with communication goes back not more than
twenty-five years and perhaps less. (Redfield, 1958:v).

It is interesting to note that the observations made by Redfield half a century ago with regards to problems of communication in organizations still echo across the decades to today. The awareness in management of a new tool to deal with workers who were becoming steadily dissatisfied with management’s attempts to pacify them with increased (to a point) incomes and who were looking for more meaning in life and work, is reflected in Redfield’s following words. Business was slowly starting to realize that in a democratic culture communication played an important role.

Executives discovered that silence was not golden; that misunderstandings flourished in an atmosphere of secrecy; that business, like other institutions in a democracy, could progress only as far and as rapidly as it could carry with it the consent of the people, whether those people were acting in their capacities as voters, as employees, as share-owners, as suppliers, or as neighbours.

So management people in their turn began to try to communicate. They improved their systems of order-giving. They institute employee newspapers or magazines. They conducted meetings or made speeches. They wrote letters, published pamphlets, produce slide films and motion pictures (Redfield, 1953:vi).

Five years down the line, as Redfield commented in the 1958 preface to the first edition of his book, communication had been taken up in full force by universities, business and the general ruling public. And his
book, reflective of the management thinking of his time, looks at communication as a one-to-many, non-reciprocal, dictatorial tool to be used by those in power to give information to their staff. In accordance with communication models of the time communication in management was seen as a unidirectional process where a sender sends a message to a receiver, without any way of the receiver reciprocating such communication, as in the Shannon and Weaver model of communication (Borman, 1989:31). This model, which falls under the mathematical theory of communication, or information theory, represents the idea that communication can be given in packages, i.e. that the exact message sent, minus a little bit of noise, is received in the same package by the receiver as it was originally intended by the sender. Borman’s information theory talks of transmitting information, a one-way process. He says

Communications engineers working on technical problems involved in designing efficient sending-and-receiving equipment and transmission lines developed the mathematical theory of communication as an explanation of information and its transmission (Borman, 1989:37).

In much the same way, managers used “communication” with their staff to describe and explain orders to their subordinates, without any room for feedback.

As communication models were evolving, so was management theory. It was during this era that business began to be less of a private affair, the concern of single or isolated groups of businessmen who would “no more
readily discuss his business affairs than his family affairs in private”, and more of a public concern (Redfield, 1958:vi). Redfield (1958:vi) says,

The depression of the early 1930’s; the gigantic growth of government and of regulatory official bodies; the rise of the mass labor unions, active, vocal, and frequently hostile- these and other development shattered forever the calm private world in which the earlier businessmen had functioned.

Businessmen could no longer treat their business as a “calm, private world” and make decisions in private. Democracy was rearing its head and ordinary people, realizing the role they could play in a democracy, were demanding to have their say in the way their government and to a certain extent the way business was being run.

The work of Mary Parker Follett, the findings of the Hawthorne studies, and Lewin’s work are examples of theoretical developments highlighting the importance of the human element in management, in terms of which communication was seen to be significant. In reaction to classical theory, the human relations approach (1920-1940), under the behavioural school, and particularly Mary Parker Follett within this school, shifted the emphasis in management to increased involvement of all members of organizations in decision-making and problem-solving (Hellriegel et al. 2001:59). Communication between managers and employees was starting to be given particular prominence, as in the work of Chester Barnard (Hellriegel et al., 2001:60), who believed that “people should continually communicate with one another” and that
managers’ main roles are “to communicate with employees and motivate them to work hard to help achieve the organization’s goals” (Hellriegel et al, 2001:60). This focus on people brought along with it an increased focus on communication which continues to this day. Modern approaches such as Peters and Waterman’s excellence approach, which insists that “effective organizations continue to strive for improvement” (Pindur et al, 1995:74) will undoubtedly consider communication a factor in improving organizations, since excellence in business cannot come about without excellent communication. Total Quality Management (TQM) also includes communication as a feature of their management techniques (Hellriegel et al, 2001:68), since no organization can produce top quality goods and services without top-quality organizational communication. Similarly, non-traditional management theories, such as critical theory, post-modernism and post-structural approaches acknowledge the importance of communication since these approaches use language, not just for communicative purposes, but as an essential tool of their trade.

It is difficult to place the role of communication in specific management theories, although management theorists try to place management styles in little boxes, and it would seem to be appropriate to try and place the role of communication in the boxes along with the theories, however inappropriate this might be. Unfortunately, as Dos Santos, Powell and Sarshar (2002:795) lament,

The constant and unstructured generation of new terms and “new theories” witnessed now-a-days does not help either
industry or academia to consolidate existing ideas or developing truly new ideas. In general, newer production theories do borrow concepts and principles already developed from previous words and, therefore, usually generate only a fraction of truly new knowledge. Often the main body of these “new” theories is only a re-interpretation and re-configuration of previous theories in order to allow the application of them in a particular context and for a particular problem.

All in all, management theory has evolved in a seemingly parallel way to general cultural trends. It is interesting to note that more women are becoming involved in the management of companies. One wonders how management style will evolve in the future. Will more feminine qualities find their way into management trends? Can management become more participative and egalitarian? Or is there a break-even point beyond which managers cease to manage and start to play a different role entirely, such as a mentor, or, indeed, a leader? The answers to these questions are not yet forthcoming, but it is curious to speculate on whether management trends follow social trends or emerge simultaneously. If this is the case, democratic management in South Africa should certainly have had at least ten years of evolution. As always, the question should be “what next”? A forward-looking manager should be constantly re-evaluating his/her practices and re-aligning them with social and environmental changes.

**Social Theory: Language, Society, Organizations and Individuals**
Porter and Roberts (1977:10) believe that

A basic unavoidable feature of complex organizations is that the people in them do not work in isolation. Thus, group identification and role relationships, information transmission, and the process by which information acquires meaning must be better understood.

As seen from this quote, understanding an organization and its behavior can not only be done by imagining a certain behavior that describes the organization in its entirety. An organization is composed of individuals who give meaning to their lives and work through interactions with other individuals. “For Weber”, says Greenfield (1986:80) “the necessary unit for analyzing self and society is the individual human being”. Therefore the only way to truly understand a phenomenon, such as the organization and individual behavior within that organization, is by consulting those involved. “It is the individuals that lives and acts, not the organization. It is therefore the experience of individuals that we must seek to understand” (Greenfield, 1986:152)

Organizations and the individuals who work within them interact in complex and intertwined ways. The organization imposes rules and order on those employed within it, but simultaneously those who are employed within it constitute the organization. It comes down to the essence of what an institution really is.

The common view in organization studies holds that people occupy organizations in somewhat the same way as they inhabit houses. The tenants may change but, apart
from wear and tear, the basic structure remains and in some way shapes the behavior of people within. (Greenfield & Ribbins, 1993:2)

In the past, the organization has been defined as both, an organism, with complex needs and drives, and the most mechanical of forces, a clock or a piece of machinery. Greenfield & Ribbins (1993:6) summarise this perspective beautifully, saying,

In the one perspective, organizations are natural objects- systems of being which man discovers; in the other, organizations are cultural artifacts which man shapes within limits given only by his perception and boundaries of his life as a human animal.

To me, it seems outdated to think of an organization as a product and producer of mechanical, predictable sets of instructions that its human employees must simply follow diligently, without any room to make changes or complaints, since “organizations are, in Pondy’s (1978) term, ‘multicephalous’, i.e. they have many brains that sustain mind, meaning, values, and culture (Greenfield & Ribbins, 1993:76). However, I believe it is also taking it one step too far to believe that an “oranisation”, a solid, constructed building with rules, goals, and set fixed outcomes or products, is only a product of the ideologies, behaviours and idiosyncrasies of the people it employs.

In today’s organization, a subtle interlinked network of human intention and socially-organised convention, managers or administrators need to involve the humans they employ. This drive towards participative management
is a trend that should bridge the divide between the organization as a solid, tangible structure and a product of individual will. It should further encourage administrators to realize the human intentions of its staff, indeed, of the organization in its entirety, since, as Greenfield (1986:152) puts it,

Organisations are the façade that covers individual intention and will; they are the marionette show that dazzles and deceives an audience—an audience of people who will themselves to believe the performance.

Organisations are therefore about the people who work in them, constitute them, and enact the acceptable behavior practices of the organization at that point in time. “So an organization is a set of meanings that people act out, talk out, and buck up with their own armamentarium of forces—psychological, moral and physical” (Greenfield 1986:154)

To look at communication in organization is therefore to study something both intangibly accessible and indelibly embodied in the fibre of the organization, which makes even a simple study of looking at various individuals’ perspectives of current management-staff communicative practices a daunting task indeed. Yet, in order to truly reflect on their own practices people need to think about them, contextualize them, and explain their behavior to themselves. Greenfield (1986:154) asserts that “Organisations are sets of categories arrayed for the linguistic and other wars that people wage among themselves”. So while management and staff sit on
opposite sides of the fence, as in a bureaucracy, the power differences between them will confuse and confound any attempts they may make at communication. They will be fighting a war among themselves where they are constantly employing their verbal soldiers in tactical battles, linguistically attacking each other, while seldom understanding that they are, in fact, at war. Rabinow and Sullivan (1979:6) believe that

Our capacity to understand is rooted in own self-definitions hence in what we are. What we are is a self-interpreting and self-defining animal. We are always in a cultural world, amidst a ‘web of signification we ourselves have spun’… When we try to understand the cultural world, we are dealing with interpretations and interpretations of interpretations.

To understand the meanings we make of communications with one another we need to understand how we define ourselves and our intentions. Hence, reflecting on our language practices becomes a metatextual necessity. Since humans are uniquely defined by their ability to talk, the only way we can really come to terms with our originality and make sense of our world is through language.

Leadership Theories
Where does management end and leadership begin? Hoogervorst (2004:300) quotes Bennis (1989) as saying that organizations are often “over-managed but under-led”, meaning that organizations tend to focus on management as ‘getting the job done’ as opposed to ‘getting the job done better’. Getting the job done better would involve managing people and their work environment to keep employees motivated and enthusiastic.

The management versus leadership debate is perhaps beyond the scope of this research, but the issue of an excess of management and lack of leadership has arisen nonetheless. It is thus important to touch on the difference between the two.

Most management texts will use the terms “leadership” and “management” almost interchangeably. For example, Hellriegel and Slicum (1996:5) define a manager as “a person who allocates human and material resources and directs the operations of a department or an entire organization”. Hellriegel and Slocum go on (1996:8-10) to include planning, organizing, leading and controlling under general managerial functions and roles. Leadership, however, “involves influencing others to act toward the attainment of a goal” (Hellriegel and Slocum, 1996:445). Gibson and Hodgetts (1986:170), amongst others, define leadership almost identically to Hellriegel and Slocum. But more often than not the terms are not defined separately at all. The distinction, if it is acknowledged, is very subtle and seems to focus on the difference between a manager and a leader because of his/her role as a controller (manager) versus an influencer (leader). Or, as Bennis in Ræssberry and
Lemoine (1986:324) puts it, “The difference may be summarized as activities of vision and judgment versus activities of efficiency”. Communication plays an important role in both vision and judgment and efficiency although its function differs subtly between the two.

In the minds of managers and their staff the concepts of management and leadership may also be muddled. While the study aims to look at management practices and not at issues of leadership it is very possible that managers themselves may feel the need to distinguish between the terms in order to elaborate on how they or their colleagues manage their work environments. By the same token, it is possible that managers may not believe that their roles involve leadership at all. The distinction is a fine one since the terms are often not clearly distinguished and may very well not be distinct in the minds of the participants. It is, nevertheless, useful to briefly touch on leadership theories in order to elucidate how the literature views management and leadership as separate entities even if the terms themselves are hard to distinguish.

Despite the general lack of distinction between the words, “management” and “leadership”, theories relating to the two terms are clearly differentiated. Leadership theories have followed a route from leadership as an in-built characteristic to a set of behaviours that can be learned. Trait theory, emerging during the 1920’s prefers to view leaders as possessing “leadership”, a trait with which one is born (Bernard 1926) in Horner 1997). Behavioural theory tries to identify leadership styles, rather than innate characteristics (Horner 1997:270). Blake and Mouton

Modern leadership thinking, however, has moved from trying to find one best way of managing a group of people, to the best way of a group of people managing themselves, as embodied in Manz and Sims’ (1989) SuperLeadership where, as Horner (1997:283) describes it,

Instead of one formal leader holding the power, this theory suggests that the locus of control is shifted over time from the leader to the team. Taking this idea a step further, they believe that employee self-leadership is a critical aspect of successful teams.

As Fletcher (1999:155) states, “Effective internal communication, leadership and employee issues seems to be three generic aspects of critical importance in the potential success of any organization”. As such it is important to pay attention to the role of leadership in an organization when focusing on communication and relationships between managers and staff.

Understanding leadership theories helps to place management theories and trends in perspective since the two terms have often been used interchangeably. The overlapping nature of these terms will be tested by those in the study themselves who are in no way encouraged to use the term “leadership”. As such, “leadership” is a term that can safely be ignored, until a manager him/herself brings it
up. From pilot studies it has been observed that certain managers tend to use “leadership” as part of their daily discourse, which would indicate a higher awareness of what is involved in being a leader. It is possible that good managers may exhibit leadership abilities and productivity and higher profitability” (Clampitt and Downs, 1993, in Tourish and Hargie, 1998:176). In addition “losing good employees is costly. It is good business to maintain a motivated work force” (Rasberry and Lemoine, 1986:335)

A motivated staff is more likely to achieve consistently high results.

Motivation- a word that derives from the Latin movere, which means to move – deals with an individual’s needs, with personal differences, and with the ways in which workers respond to different rewards (Giles 1991:41).

Various theories have tried to establish more about how motivation works. These theories largely derive from and expand upon the work of Abraham Maslow (1954) who designed a five-tier “hierarchy of needs” based on the idea that basic physical and safety needs must first be met before individuals can go on to fulfill social needs, needs for esteem and needs for self-actualization (Giles 1991:49). McGregor’s (1960) Theory X and Theory Y is a more business-focused motivation theory. It proposes that workers have one of two basic natures: X workers are lazy and irresponsible and Y workers “like work… are able to direct their own efforts, and .. can be creative at work if properly motivated” (Giles 1991:50). Managers therefore need to establish whether their staff are X or Y workers and
motivate them accordingly, by giving them encouragement (Y) or threatening them with repercussions (X) or a combination of both. Herzberg et al. (1959) note that employees can be motivated or de-motivated at work. These “motivators” and “hygiene factors” are responsible for workers day-to-day job-satisfaction (Tietjen and Myers 1998:226). Hygiene factors are necessary to minimize job dissatisfaction (salaries, job security etc.) but motivators are what inspire workers (recognition, achievement, advancement, responsibility etc.) (Herzberg 1959 in Tietjen and Myers 1998:226). Horner (1997:23) mentions other important motivational theories such as those of Alferder (1969) who build on Maslow’s theory and simplified it to only three basic needs; Murray (1938) who “suggests that people experience a wide variety of needs… and everyone may not experience the same needs” (Horner 1997:273); Locke(1968) who proposes that people need to set goals and use them to drive their behavior; and Skinner (1959), the behaviourist who based his theory of motivation on stimulus-response techniques used in animal behavior research, which reward and punish appropriate and inappropriate behavior respectively (Horner 1997:274)

These days employers seem to be considering employees’ needs from employees’ perspectives more and more often. Arnott (1987 in Tourish and Hargie, 1998:176) found that “staff working within an open and communicative management structure were three to four times more likely to express satisfaction with their position and twice as likely to be committed to that organization”. Ricardo Semler, author of The Seven-Day Weekend has found one way to get employees truly involved: what he
calls a “democratic company”. They embrace open communication as part of this democracy (Semler, 2003:5) and seem to produce a largely happy, motivated staff.

Understanding the subtle role that motivation and praise have to play in the management-subordinate relationship can give enormous power to the manager open to this tool. As the research findings will go on to demonstrate, showing an interest in one’s employees and making them want to do what they have been asked to do is vital in building a happy and successful working relationship and, ultimately, a more productive work environment.

**Organizational communication**

Jackson (1959:159) asserts that communication within organization is particularly difficult and explains this assertion as follows:

An organization may be considered a system of overlapping and interdependent groups… Each one of the subgroups within an organization demands allegiance from its members… The groups in an organization often represent different subcultures… each (subculture) develops along with its peculiar value system a somewhat specialized system of meanings. What is required to communicate effectively to members of different groups is a system of simultaneous translation like that employed by the United Nations.

Communication within an organization is complex, of that there is no doubt. Apart from the difficulties individuals may have in understanding one another, yet
another possible reason may be the numerous directions in which communication must travel. Rasberry and Lemoine (1986:89-97) distinguish between three types of organizational communication: downward, upward and horizontal communication. In organizational settings communication occurs not just between individuals (upwards, downwards and horizontally) but also between different groups and between the explicit goals and implicit communication of the ‘real’ goals within an organization. In this case the concept of “noise” takes on a more complex meaning since it refers to the potential for miscommunication between individual members, different groups, and between the organizational goals and perceived goals. Hoogervorst et al. (2004:288) stress the need for consistency between what an organization claims to want from its employees and what impressions executives give of what they want from employees. If organizations can minimize the possibilities of internal miscommunication then more effective staff relations and more productive work environments are likely to result.

Nevertheless, recognizing that many factors such as inconsistency, power differences, and individual affective features can inhibit free conversation is not enough to prevent organizational misunderstandings. A permissive communication culture is necessary to help promote upward communication (van Staden et al., 2002). Van Staden et al. (2002:23) suggest several hints for more effective communication across levels in organizations. Among them are: constantly keeping communication routes open; encouraging and enabling lower-level staff to gain access to their superiors; and a shorter communication
chain that avoids the broken-telephone effect and flattens the communication hierarchy pyramid.

Whatever the ultimate cause for the communicative misunderstandings there is a need to understand more about how communication happens in order to prevent misunderstandings in future. Stanton (1982(2):17) points out the importance of overcoming misunderstandings and learning from them:

Well it was just a breakdown in communication. Over and over again we hear this comment as an explanation for things that go wrong both at home and at work- rows, bad feelings, inefficiency, poor service to customers, labour disputes, mistakes which take their toll in extra work, frustration, lost tempers and strained relationships. Communication is always blamed- perhaps because it is the easy way out. But are we justified in leaving it there? Simply blaming the process of communication as if there was nothing further we could do? Could we learn from the mistakes of the past and used that knowledge to avoid committing the same mistakes again?

### 2.4 Current Research in Organizational Communication

It would appear that organizations are intent on learning more about communication. While this is still a new field it is growing steadily and constantly. One type of popular communication research at the moment is the communication audit, “a complete analysis of an organisation’s internal and external communications
systems” (Glibson and Hodgetts, 1986:382). This is a popular tool currently being used to help managers gain an accurate picture of the communicative situation within their organization. It can tell organizations with whom, who, and what they should be communicating versus with whom how and what they actually do communicate (Hargie and Tourish, 1993, in Quinn and Hargie, 2004:148). Tourish and Hargie use the communication audit in schools to highlight the importance of the staff’s need for information and upward communication, the importance of visibility of senior managers, the need for proper communication channels and the power of the grapevine (1998:179-180). Quinn and Hargie use a communication audit for the Police Service for Northern Ireland (Quinn and Hargie, 2004:146-158) which shows staff indicating a clear need for more information, openness, directness and contact with the organization, particularly with senior management.

Other methods used to analyse management-communication draw similar conclusions. A study (Lotter, Ripley and Reynolds, 2004:10) conducted at the university under study in this masters research indicated remarkably similar findings; a need for closer contact with senior management, insufficient communication throughout the ranks and a general need to be included in decision-making processes. Tourish and Hargie investigate the NHS, a very different business but again find similar result; insufficient communication and contact with managers and a feeling of exclusion from decision-making processes concerning their work (1996:46). Also in the Health Service, Irving and Tourish recommend that comprehensive communication programmes be undertaken to take communication more
seriously since “communication is neither peripheral to the management function nor an optional extra” (1994:57). Returning to a university context Thornhill et al. observe “significant relationship between employee’s perceptions about communication and their attitudes towards the institution” (1994:19). They recommend that consistent, credible and employee-focused communication be practiced in order to obtain a commitment to quality in the organization. Hoogervorst, uses a questionnaire to discover the link between implicit and explicit management communication (i.e. what managers are telling staff about their organization versus what staff think is really happening) and confirm the importance of consistency between explicit and implicit communication (2004:307). Hunt, Tourish and Hargie collect critical incidents experienced by participants to study strengths and weaknesses of communicative practices in educational settings (2000,120-129). They conclude that those involved in the study have critically reflected on their own practices and can use this understanding to minimize communication failure in future while Barrett uses a “Strategic Employee Communication Model” to help managers focus on communication and use it to assist the process of organizational change and even “establish the foundation to make change happen” (2002:228).

As Peters comments, “there are no sure signs in communication. Only hints and guesses. Our interaction will never be a meeting of cogitos but at its best may be dance in which we sometimes touch” (1999:268). Effective managers can learn to harness the power of effective communication to make a difficult meeting of
words, worlds and cultures into a symphony of shared meanings.

A detailed case study of the redesign of the HR process and structure at Whirlpool Corporation was a multidimensional model that integrated three redesign tactics: contracting out new roles with line management for a new role for HR, identifying and developing new HR competencies, and redesigning HR work, systems, and organization (Kesler, 1995). While in a case study of Albert Einstein Healthcare Network, the reason for designing and redesigning HR programs was to achieve organizational agility through contextual clarity, embedding core values, and enriching work practices (Shafer, Dyer, Kilty, Amos & Ericksen, 2001). In the case of Northern Telecom (Kochanski and Randall, 1994), the HR function tackled the task of changing the fundamental form of the organization by reducing costs and improving performance, employee effectiveness, and satisfaction through the development of a strategic architecture that integrated work flows, structures, and the competency enhancement process. During the revitalization of Eastman Kodak, the key competencies under the rubric of HR excellence, a small number of core competencies, and an even smaller number of leverage competencies applicable to HR roles were the source of competitive advantage (Blancero, Boroski & Dyer, 1996). Similarly in the case study of 3M, an executive-level global competency model consisting of 12 competencies, such as developing people, inspiring others, customer orientation, nurturing innovation and others, was the source of competitive advantage (Allredge and Nilan, 2000).
In the critical case-study analysis of Mercantile Bancorporation Inc., Forbringer and Oeth (1998) reported that HR practices made a significant impact on business results and provided a springboard for the HR department pursuant to the findings of Ulrich (1997). Some of their findings included HR initiatives to help identify, communicate, and support core cultural competencies; expand economic literacy; expand corporate knowledge or the capture of collective wisdom; play the role of a change agent (Ulrich, 1997; Ulrich, Brockbank, Yeung and Lake, 1995); and overall strive to be innovative. The linkage of employee needs satisfaction and organizational capability for competitive advantage in the case study of Southwest Airlines illustrated the role of human resources in creating and sustaining competitive advantage (Hallowell, 1996). The findings suggested that much of the value that Southwest creates was through employee satisfaction, which was converted to customer and shareholder value via organizational capabilities and was captured by the firm as a result of its cost advantage and superior service.

Becker and Huselid (1999) attempted to provide insights into the “state of practice” through the presentation of five detailed case studies describing HRM strategies employed by partnership firms (Herman Miller, Lucent, Praxair, Quantum, and Sears) known to be the leaders in the management of people. The lessons learned were (1) the foundation of value-added HR function is a business strategy that relies on people as a source of competitive advantage and a management culture that embraces that belief; (2) a value-added HR function will be characterized by operational excellence, a focus on client service for
individual employees and managers, and delivery of these services at the lowest possible cost; (3) a value-added HR function requires HR managers that understand the human capital implications of business problems and can access or modify the HR system to solve those problems. In the case study of Hewlett Packard, Truss(2001) tried to contribute to this debate of the linkage of HRM and organizational performance by asking what HR policies and practices a financially successful organization like Hewlett Packard uses. Her findings seem to suggest that the notion of “good performance” needs to be disaggregated and compared and contrasted to individual and organizational-level performance parameters.

It is widely accepted that corporate communications has a crucial role to play in what Winner (1993) calls the total business system. However, there is still no universally accepted definition of the concept; for example, Harlow identified several hundred different definitions (quoted in Winner, 1993). In this research, a working definition is given as follows:

Corporate communications is the strategic management process by which an organization communicates with its various audiences to the mutual benefits of both and to its improved competitive advantage.

The role of the communications executive is still embryonic as an established function (White and Mazur, 1995). It is misunderstood in many organizations. This makes the task less clear cut. Yet Moore et al (Quoted by Kitchen, 1993) suggest that it is one of the most essential.
Its importance as an early warning system is beyond dispute (Lauzen, 1995). However, empirical research into the work of the director of communications is painfully limited. Wright (1995) confirms this in producing his concept of the *communications executive*. His opinion was echoed by other authors: Broom et al. (1986), Gruning (1992) and Pavlik (1996); and by the enquiries made by the authors to professional bodies, among who were the Institute of Public Relations (UK), American Marketing Association and the Arthur Page Society (USA).

Academics seem to be undecided about what is expected of the PR directors. Howard (1992) likens the process of corporate communications to throwing a dart at a wall and then drawing a target around it. This suggests a dubitable role; and possible equivocation about what one ought to be doing. Ambiguity is as possible a source of anxiety and stress as being overloaded with work (Winner, 1993). Some practitioners consider that communicating presents the very least of their problems (Simon, 1986). Jackson (1995) questions the role. There are a variety of different descriptions given to essentially the same task. All put different emphasis on much the same job. It is one that is much wider than what Gruning and Hunt (1984) identify as the *press agentry model*. It varies from organization to organization (Brody, 1988; Guth, 1995) and between different countries (Nessmann, 1995). Communication directors are not just drawing up advertisements and writing propaganda (Howard, 1992).

Bowman and Ellis (1969) propose that practitioners exist to create and foster relations between organizations
and their publics. As Lauzen (1995) suggests they provide cultural cross-fertilisation with their publics and relay organizational values to and from their audiences. This might place the practitioner in an invidious position for he stands between the organization and the world outside. While White and Mazur (1995) quoting Mann remark that organizations have to close the gap between what they say and the way they behave.

Howard (1992) explores the wider aspects of the office. He suggests that the role of top communication executives in major organizations may be a mixture of various typologies: planner, watchdog, catalyst, communicator, savant, stimulant, advisor and confidant. He remarks that the director should be strongly aware of his organisation’s corporate identity, corporate philosophy, style and structure. If the job specification is to be effective it must be generated in collaboration with the CEO and the corporate team. The nature of the role requires that the specifications are flexible, adaptable to changes and reviewed constantly. If strategy is one of communication or education he must develop messages that reflect the desired behaviours.

Two particular parameters face a communications director: a) the source of responsibility; b) to whom he reports. Nessmann (1995) states that European practitioners are still struggling to attain positions of management in many of their organizations. Pincus et al. (1994) comment on a belief commonly held among managers of how little they believe PR adds to corporate performance. Perhaps to function effectively the communications director should be
aided by high visibility and status throughout his organization. Is he a member of the dominant coalition? (Wright, 1995). IABC identify that effective practitioners are those who are part of their company’s dominant coalition.

This raises the question of where he fits in the organisation’s structure. Howard (1992) stresses how essential it is that the communications director reports direct to the CEO; thus ensuring that the link with top management thinking is as close as possible. Browman and Ellis (1969) confirm that the communications director should have a core role in the management structure. Their view is that the particular knowledge and skills of the practitioner justify his place at the decision making table. Lauzen (1995) suggests that the exclusion of practitioners from this decision-making process reduces corporate communications to a low category support function. Bowman and Ellis emphasise this by saying that if the executive is not himself a director then he should unquestionably report to one. A certain way of confirming the status of the practitioner is to note to whom he reports (Simon, 1986).

The status may depend upon the organisation’s own view of communications (Winner, 1993) and of the organizations in its sector. But, the executive must carry authority and in large organizations he must have a great deal of it. Lack of media credibility frequently arises because audiences are not satisfied that the spokesman is sufficiently part of the policy-making machine to be wholly credible (Howard, 1992). White and Mazur (1995) add that
the communication executive must be listened to. Referring to Terrence Collis, they exemplify that he was one of the few senior communications officials who not only had clout, but was seen to have it. The organization should look up to him as a man of wisdom. Organisations are beginning to understand that with so many social political and ethical issues influencing their performance, responsible managers have no choice but to incorporate an awareness of public affairs into their daily management decisions. The confidence that should exist between the organization and its communications director must be mutual. Certainly there are occasions when the company needs to seek the director’s council as to how a delicate issue should be handled (Winner, 1993).

Although much has been written on the subject, no empirical research on the role and tasks of corporate communications has been found after an extensive research. This project intends to address the balance and to improve the current understanding of the area in the business corporate context. Bearing this in mind, the need for communications research is greater than ever before. Not only do we need to reflect on communication in order to understand ourselves better, educators have a responsibility to understand their practices better. In academic institutions communication is essentially the core business, since education takes place by transmitting knowledge through language. Educational institutions, above all institutions, need to reflect on their language practices as part of what they do. To teach without knowing what you teach is both ignorant and irresponsible.
Educational institutions are going through a phase of extreme turmoil in South Africa at present. While they seem to have survived the government’s merging of tertiary academic training institutions (universities and technical colleges) into fewer, larger, or multi-disciplinary bodies of education they now need to weather the storm of academic audits. While this would appear to be a forward-thinking step, designed in theory to ensure the provision of high-quality education at all institutions, in practice it is more of a paper-pushing exercise that frustrates academics who really want to teach but are unable to provide real quality teaching due to increased pressure on their already strained schedules.

In the organization under study communication does not yet seem to have registered as an important part of formal management. When this research began, no formal policies, documentation or committees on communication existed at the university under study, suggesting the need for a greater focus on organizational communication. Despite the fact that this organization has made no explicit steps towards embracing communication as part of management, recent changes to the structure of higher education institutions in South Africa, the associated emphasis on the need for accountability in universities and the subsequent focus on quality assurance suggest that South Africa universities must re-evaluate their practices, including their communicative practices. The need for greater quality and consistency should encourage academic institutions to try and increase effective communication in their policies, procedures and management of staff, as well
as encouraging managers and staff members to better understand their own communicative practices.

**Image Creation/ the Alter Ego**

Van Riel (1992) remarked that communication activities are aimed at improving the image of an organization. So, is the communications executive an image creator as Howard suggests? Is he shaping – or helping to shape- corporate identity? Indeed, does he represent *the face* of the organization?

The researchers found a sharp division of opinion regarding the matter of image. Half considered themselves image creators; 40 percent of them definitely did not do so. Some interviewees, perhaps more concerned with substance than style, viewed image creation in a negative way. The executive at a global tobacco company sees himself as *a reputation engineer*; whilst a significant Scottish brewer considers image creation as *the essence of the art*. Perhaps the communication director of a national retail chain summarized it most clearly when he opined that he is not in the business of creating a reputation that cannot be sustained.

Interestingly, the 50 percent who said that they helped to create images expressed strong views regarding what an important part of their job it is; indicating that it is what they do *totally* and that *it is a prime function* of their department. Image creation leads to the subject of corporate identity. 95 percent of those interviewed associated their job
with helping to shape corporate identity-80 percent considered it a totality of their job. The five percent who disagreed considered themselves as *projectors* of the role rather than creators of it.

Whether creating an image or corporate identity the communication director is inevitably projecting himself; or is he? Perhaps he is faceless? Howard conceptualized the PR director as the alter ego of his corporation. This research does not sustain this concept. 80 percent of those interviewed rejected the concept that they might be the face of their organization. But, it has to be remarked that the 15 percent who agreed with it did so vociferously and without qualms. The findings of the paper to hand are that it is the CEO or Chairman – the Richard Bransons or the Lord Kings- who are the face of their organizations.

At one extreme, a West Country water company declared that she did not agree with the principle. A northern brewer declared that *she would not be so arrogant.* A Scottish brewer announced clearly that his CEO was the Scottish face of his organization; whilst the executive at a national brewer dismissed the concept as one emerging from *spin doctoring* and went on that the whole idea was *a con.* A director of a global drug company added that the idea was a worn out perspective. Those directors saw their role as promoting their CEO or Chairman. The PR practitioner at the constabulary saw her role as projecting the Chief Constable – *a reassuring figure in uniform* whilst a television company executive told how he was *keen to get the CEO out there.* Another northern director spoke of how she fought against the concept of a
personality based company. A national supermarket declared that it was the family whose name the chain bears who is the alter ego.

However, the largest supplier of telecommunication services acknowledged the concept by saying that he represented the desired character of his organization, whilst a rubber company admitted that there was an issue of corporate personality – which he represented. The three directors who cheerfully agreed with the idea did so strongly. A tobacco chief said that it was his perception of the role; that he enjoyed standing up for his company and handling the difficult issues as its spokesman. A retail chemist spokesman said the same thing; opining that only one person could stand up for any organization.

The author of the article ‘The Second Change’(Chanda Nayan,2012, The Second change, Business world,pg.22) is a director of publications at the Yale Centre for the study of globalization, and editor of Yale Global online advocates the emergence of foreign direct investment (FDI) in India. The article opines that FDI will enable farmers to earn more and stop wastage of upto 40 percent of fresh produce while meeting the rising demand of India’s growing urban population.

The article presents the fact that in rural market, fresh fruits and vegetables which is in abundance but cannot get customers. So, farmers have to let their rotting produce to feed cattle where as in cities and towns, people pay hefty prices for the same fresh produce to middlemen and transporters due to less supply. This vast country is in
desperate need of development of cold storage refrigerated transport systems to link the growers and consumers.

The article is summed up with the strong view and possibility if second attempt to pass the bill in parliament to permit FDI in multi-brand retail market is successful, the chances of to strengthen Indian economy increases.

The article ‘Boredom in boardroom’ (Biswas Soutik, 2012, Boredom in Boardroom, The week-The Wallet, pg.36) is based on the research study of University of Northern British Columbia, Canada. It shows that Indian boardrooms lack diversities. It researchers classified the members of the company into five categories-forward castes, other backward castes, schedule castes and tribes and foreign directors.

The researchers found that the overwhelming percentage of forward castes dominates other categories in board. After six decades of affirmative action’s, schedule castes and tribes languish at the bottom and accounted for only 3.5 percent in the board. The article puts forward the findings of the research study that the Indian corporate sector is a small and still based on caste affiliations rather than on merit or experience considerations.

The article also presents the findings and views of Gurcharan Das, author and business consultant. He opined against the study that talent is always what matter boardroom. Studies show that ethnic and racial diversities enrich economies and societies. The article ends with the view that Indian society based on castes is the cause for lacking diversities in Indian boardrooms.
The article ‘Salary Negotiation’ (Singh Abhinav, 2012, Salary Negotiation, The Week-The Wallet, pg.8-11) intends to the candidates seeking new jobs, and undergo process of salary negotiation. The author refers the views and opinions of several HR experts. The article mentions that most often people do not pay heed to a tax-friendly structure while negotiating on CTC. They often accepts the offer in a haste without considering the different elements associated with the package. When they get their first salary, they get shock to see the high tax structure, and the salary in hand which goes below their expectation. In such situation, they could hardly do anything as they had already taken up the job.

The article provides certain notable information about tax rebate benefits. As per the HR experts, the article says that the tax benefits can be earned through house rent allowance, conveyance and medical reimbursement. The HRA should be 50 percent of the basic salary. If the company pays less than 50 percent, it is loss to employee. The writer discusses the fact that employees are always confused. If CTC is in a bracket of 2 Lakhs to Rs.5 Lakhs per annum, the candidate should focus on components that give tax benefits like HRA, conveyance and medical reimbursement. Those who get a CTC of more than Rs.5 lakhs per annum should focus on more on perks rather than gross.

According to many experts, the salary negotiation is a key stage of the recruitment process, and at many times the candidates act in haste. The article cautions that all benefits are not always mentioned and monetized. The
article concludes with the note that one should do his homework well before accepting any offer and carefully check possible compensation of potential loss of earnings like bonus, incentives and notice pay from previous job place.

The article ‘The Agri Millionaires’ (Mathew C. Joe, 2012, The Agri Millionaires, Business World, pg.36-40) brings our attention to a new generation of farer entrepreneurs on the rise. The author reveals successful efforts that brought in global practices in farming fruits, packaging and transportation from remote. These entrepreneurs, who believe in global practices, turn interesting. They offer farm-to-fork services which global retail giants like Carrefour vouch for. They all find a common clientele advantage in retail chains which is an indication of the early bird advantage that awaits them as and when India allows foreign direct investment (FDI) in multi branding.

The article takes readers to look in farmer entrepreneurs with new insight by giving key details about five successful agro entrepreneurs whose annual turnover is more that ten crore rupee. The article gives recommendation of economic survey: 2011-12 that achieving economies of scale will remain difficult until pooling of landholdings become easy. India produces nearly 11 percent of world’s vegetables and 15 percent of all fruits though it shares only 1 percent globally in international trades that too merging both. Many government schemes and agricultural extension
programmes couldn’t be able to arrest the declining growth in agriculture exports.

The article throughout emphasizes to show belief of agro entrepreneurs in global best practices like farm-to-fork model. The farmers were supplying in export market for last many years. But this change which has brought in by new farmer entrepreneurs was intentional and meant to cater to the high value, quality conscious retail chains in Europe.

The article ‘Learning Curve’ (Singh Abhinav, 2012, Learning Curve, The Week, pg 50-52) reveals that the booming Indian economy is drawing attention of many International professionals and the students. Many of them are beginning to start their career in India. The author also speaks about how Indian case studies are drawing attention of international students who are interest in knowing about Indian business style. Many foreign universities are doing research on Indian business examples and developing case studies out of them.

The article informs that Harvard Business School has around 90 case studies in the Indian context which are part of curricula of management students. The author refers some of the popular case studies which are included in Harvard Business School like- “Terror at the Taj Bombay” in which professor Rohit Deshpande looks into the exemplary courage shown by Taj employees during terrorist attack on 26/11. He considers this as Customer-centric Leadership.
Stefen Thomke, professor of business administrative at HSP performed study on Mumbai’s Dabbawalas. He was fascinated by their unique style of homegrown management system of delivering dabba or lunch or meals on-time, every time who manages daily 2,60,000 transactions in six hours, six days a week and 51 weeks a year with semiliterate work force at low cost.

Professor Joho Macomber, senior lecturer of finance at HBS, did the case study on Dharavi: Development Asia’s largest slum examines the redevelopment in the context of financial, social and political risks.

Another case studies taught at HBS is on State Bank of India by professor Rajiv Lal. It takes a look at the transformation of a state-owned enterprise from an old, hierarchical, transaction oriented government bank to a modern, customer focused and technologically advanced bank about which observers once predicted that ICICI Bank would overtake in terms of deposits in four years. But SBI not more than doubled its projects, deposits and advances and regained the market shares.

Case study on Narayana Hrudayalaya Heart Hospital done by Tarun Khanna is about cardiac care for the poor and takes a look at the creation of a model that can deal with the scale of heart disease and the scale of the health problems at a practical price point.

Indian case studies are taught in 9 MBA curriculums at HBS in 1 year, second year elective courses in Boston. These case studies reflect the realization that
India is more than an investment destination for developed countries.

The article ‘Leaps and no bounds (Doval Nikita, 2012, Leaps and no bounds, The Week, pg.52-54) focuses on the rise of first generation entrepreneurs, who grabbed the opportunities available in an open Indian economy. The author considers this as a key chapter of the great success of Indian economy. This article is based on the latest study made by GEM according to which entrepreneurial activity among women is highest in evolving economies. India women have long been involved in entrepreneurial activities in small and medium enterprises. This new breed of emerging women entrepreneurs are highly qualified and educated, successful corporate women who by quitting cushy corporate jobs bring experience and expertise to their own table.

The article reveals that from market research firms and pharmacy companies to mobile ambulance services and portals, women have set up enterprises in the highest socio-economic category across the country which have the potential to become competitive business ventures. The author explains this by quoting examples of some of the women entrepreneurs of different sectors like Radha Rangarajan, Jessie Paul, Reshma Anand and Shweta Mangal.

Radha Rangarajan, CEO of Hyderabad based Vilas Pharma, a drug discovery company; her inspiration to start a drug discovery company was to feel urgent need to develop new antibiotics.
Jessy Paul took two years of preparation, soft networking, planning business, gathering advice to start Paul Writer, a marketing advisory firm based in Bangalore.

Reshma Anand had spent seven years with Unilever researching rural markets to set up her own business- Earthy Goods which produce crafts and consumer goods. Shweta Mangal of Zigtza Healthcare emphasizes on distribution of responsibilities to build the right team.

The article says that the female entrepreneurs admit that they face no issue regarding gender discrimination. But people are worried and feared as well as sometimes less confident due to their being of young or somewhere at the back of minds lurks the fear that these entrepreneurs may quit due to family commitments. But now the attitudes are transforming, banks are not much skeptical in lending money to them still they have to walk on a tight rope. They feel if an entrepreneur is smart, she would do separate financial planning for risk period.

The article ‘In good faith: Entrepreneurs turn to God to do business’ which has come up with new and innovative ideas making India’s image as a hub of spiritualism and religion. The author presents a type of business which is not new but this ancient business is emerging very fast with great innovation, and also creating an awareness of environment. The article demonstrates this by interviewing some of the businessmen who are doing business in religious fields.

Prakash Mundra, CEO of Sacred Moments brings the concept of designer puja kit, and gifting them to
corporate clients: The kit containing 32 items for Diwali Puja. His company sells many other spiritual and religious products. Another business man Abhishek Humbad facilitates temples with waste management. His company Next Gen Technology has developed a plant which uses waste produced at temples like-flowers, food and other biodegradable things to generate electricity. The company which has turnover of 5 crore now venturing into rural market offering biogas plants and other solutions.

Dipac Sangghvi, another entrepreneur of Ahmadabad based Greendianz Biotech manufactures bags of 30 micron thick for offering prasadam in Tirupati Temple. These bags are completely biodegradable and fully decompose within six months and cause no harm to environment. His father had got into a partnership with the French company, Limagrain which produces grains to produce plastic. This helped the company to acquire know-how to manufacture granules-based bioplastic. The company now farms corns for granules which can be used to make lamination films.

The article also quotes the statement of Dinesh Poddar, managing director of Ma Passion that one has to have a l for the business and product. His company sells precious idols, stones and gems. The author also believes that a good business idea may not offer or bring instant success. In business, failure and success depends upon the reality of market. According to Prakash Mundra, one has to prove his worth before being ambitions. The article is concluded with Mundra belief that a customer is “Brahma” who creates and can become “Shiva” to destroy your
business. An entrepreneur has to maintain customer by acting as “Vishnu” so that he/customer would always be Brahma, the creator. Thus, meeting business to divinity.

The research article ‘Creating Awareness about government Initiatives’ is based on two studies-

1) A study by Mcknsey and the International Finance Corporation (IFC), titled Two Trillion and Counting (Oct.2010)

2) A survey made by the SME Rating Agency of India (SMERA).

The studies identify that approximately 85 percent of small and medium enterprises (MSME) suffer from credit constraints and are inaccessible to formal sources of finance. MSME sector plays significant role in national growth domestic product (GDP) in India and generates employment for more than 60 million people and contributes above 40 percent of export and 45 percent of industrial output.

The writer presents the reality that the banking sector has less confidence in SMEs due to their own inability to assess the risk of the applicant and prevailing asymmetry of information. She shares the observations made by SMERA that financial statements of SME sector are often incomplete and unaudited. Lenders are compelled to practice safe and cautious due to SMEs’ multiplicity of financial statements, lack of access to authentic information, internal governance, succession issues etc.
The author raises the question on SMEs’ viability and ability to continue successfully.

Use of comparative graphs, observations made by different but authentic studies make this article analytical. These findings reveal that SMEs require consistent education and exposure to best practices prevailing within arena for self improvement. The study further exposes that Indian SMEs feel need to get educated in certain fields like latest concepts in branding human resource management, professional risk management systems, productivity improvement, strategies to improve international trade, etc.

The author discusses and throws light on some of the major attractive schemes provided by the Government of India in detail. The article provides detailed information on schemes like-1. Credit Guarantee Fund Scheme for SME (CGMSE), 2. Technology Upgradation Scheme; 3. Marketing Assistance Scheme; 4. Incentive Scheme for Certifications; 5. Credit Rating Scheme.

The article emphasizes to create awareness on the opportunities available, and educate SMEs. The article introduces latest developments in the SME space like: 1) Budget 2011-12; 2) Stock Exchanges for SMEs Banking.

She expects positively and firmly that in coming decades SME sector would play an influential role in making Indian economy stronger.

A Small and Middle Scale Enterprise is a unit engaged in manufacturing, servicing, repairing, processing and preservation of goods having investment in plant and
machinery. The author who is the founder and CEO of India Mart.com intends the article ‘stepping up Growth’ to entrepreneurs of SSI (Small-Scale Industries). He presents the problems faced by small, medium and micro industries. The author reveals the fact that the credit goes to Small and Medium Enterprise (SME) that the Indian economy could survive from the lean period of recession. The article discusses the significant role of SMEs which contribute about 8 percent of national gross domestic product (GDP), 45 percent of manufactured output, 40 percent towards exports and created 60 million (mn) jobs. They are engaged in almost all the sectors from agriculture to meat products, pharmaceuticals to engineering, leather goods, sports, jewellery, automobiles etc. SMEs of India are undergoing a transition. They are enhancing their efficiency by meeting demands of the customers and maintaining supply chain.

The author discussed the problems which are putting obstacles in the way of their success. He discusses them one by one in detail.

Lack of Access to finance is one of the major problems. Scarcity of finance is major obstacle. The capital base of SMEs is week and often it has to procure credit at high rate of interest. Security bank credits, difficulties in documentations for bank loans are problem. The sector often suffers from inaccessibility to market due to limited budget. The technique of production used in these sectors is obsolete. Technology is one of the most critical elements in the growth of the small sector.
The author explains that this sector is still deprived of infrastructural facilities like insufficient power, transport and communication which hamper its proper and efficient working.

The article also provides certain solutions and suggests some initiatives which look practical. The entrepreneur must take benefit of concessions and exemptions of tax and excise duty provided by government. An appropriate technology of ICT (Information and Communication Technology) can be adopted. Internet can be a good source to strengthen the technological capabilities of SMEs. The author emphasizes on cluster development to deal with intense competition. These clusters are geographically organized sectors with basic commonalities in opportunities and challenges. These clusters can provide collective benefits in terms of raw material, machinery, skilled employees and networking. The author unfolds the government initiatives like National Manufacturing Competitiveness Programme (NMCP), setting up credit schemes like Credit linked capital subsidy and Credit Guarantee Scheme (CGS). The Union Budget of 2011-12 brought some key announcements for the sector.

The article is summed up with a note that more flexible and favorable government policies are required to this vibrant and dynamic sector of SME.

The growth story of Indian economy is dependent on Indian entrepreneurs and their ability to create an ecosystem that supports innovation and enterprise development. This article intends to the future
entrepreneurs. The author who is co-founder, and chairman, CARMs Venture service agrees in ‘How to succeed in Business’ to the fact that each stakeholder-entrepreneur, investor, government, industry, society and family has an important role in developing entrepreneurially-conducive habitat. He opens the article by recalling his memories when he left India two decades ago to search for better opportunities. He discusses two types of entrepreneurs—sustenance/livelihood and opportunity based entrepreneurs. He explains four steps for entrepreneurs to establish and run a successful business. One requires either an extraordinary idea or an ordinary idea to be implemented extraordinary well.

To run the enterprise successfully, the author suggests that the enterprise must start for the right reasons which includes to have a solution to a pain point, to create a pleasure point or desired value and passionate belief in a certain cause and want or desire to contribute in that space. He advises to steer clear of the wrong reasons to start the business. He advises the entrepreneurs to start thinking big as globalization has shrunk the work we live in. Further, the article talks about effective implementation of ideas. Two key elements ensures effective implementation of any business ideas which are- (i) building a talented team with complementary skill-sets, and (ii) treating a business as an entity separated from the entrepreneur. The true entrepreneur is always able to distance himself from the entity he has created. The growth phase requires competencies and energies that he may neither have nor he can acquire. It requires a level of maturity in the entrepreneurs to see the need, develop the skills- set
required, and bring in professionals who fit the bill. The article suggests the entrepreneurs to use other people’s money (OPM) and other people’s resources (OPR). He emphasizes on collaboration rather than competing blindly. He beautifully takes the readers to re-visit the story of hare and tortoise thrice. In the changed global scenario, the hare got annoyed at loosing the race and he challenged the tortoise to another race, and won. The new moral of the same story becomes fast and Consistent will always beat the slow and steady. But the story doesn’t get over here. The tortoise who had a taste of victory invited the hare to another race by choosing his own track consisting of river in between. In this, tortoise wins as hare couldn’t swim. The moral changes to – ‘Play to your strength and play to win’.

The author again twists the story, when the tortoise reached the finishing point but he couldn’t rejoice as there was no one to celebrate the victory with. He went sadly to other side of the river and found the dejected hare. Both developed a good rapport and participated in a few race with new rules. The tortoise hopped on the back of back of hare who quickly took him to river bank. The tortoise then swam across carrying hare on his back and then hare with tortoise on his back ran to the finishing line. They celebrated their collaborative victory together. The new moral for the new entrepreneurial world is: Complementary talents make a winning team.

The author tries to convince the readers that the if the entrepreneur and investors collaborate, the outcome will always be a win-win.
Man being a social animal, the desire to communicate with other human being is a natural urge in him. The history of civilization shows that human progress depends upon effective communication. The author, of the book “Communication Skills” Dr. Nageshwar Rao & Dr. Rajendra P. Das, enables the readers to understand the need of effective communication in personal as well as professional life. This book is intended to all types of employees as effective communication results in greater efficiency of the organization. He explains the process of communication with the help of display diagrams which enables a quick and clear understanding of the process. Contextual factors such as nature of the message and choice of the medium play an important role in business communication. The author explains how miscommunication occurs due to varied connotations and denotations of words. The hurdles in effective communication due to connotative and denotative use of words, perception, values, attitudes and opinions are discussed in detail. The book addresses importance and necessity of effective communication for managing information system. It enables the smooth transmission of information and data to the various systems. It throws light on source of business communication in the ancient traditions of the East and the West. Effective communication can be downward, upward and horizontal. The author emphasizes the fact that the culture plays an important role in the organizational environment. The author speaks about various types of barriers to communication and also suggests certain ways to reduce and remove these barriers. The author states the seven ‘C’s
of effective communication. This book enables the readers to understand the relation of communication and management.

A successful manager must possess the art of public speaking, persuading and at times even manipulating his audience. The author scholarly presents and explains the art of presentation skills including Public Speaking and Power Point Presentations. He elaborates the necessary skills and steps in conduction of effective meetings. Business letters are an important part of communication for internal as well as external purposes in the organization. The book provides explicit knowledge of various formats of business letters to improve the skill of written and formal communication. The author explains about reports as an essential channel of effective communication.

The book is systematically written which provides the insight of effective communication. This writing style of the author is formal. The chapters are coherent with clarity in language. The introduction of new concepts is with forcefulness. The diagrams and flow charts used in the book bring fullness of development important for communication skills in manager. A successful manager must possess the art of public speaking. The principles of communication mentioned in the book provide guidelines to the readers that different employees in an organization may belong to different cultural, religious and social background. It is necessary to improve communication required to understand cross cultures. Effective communication skills provide employee a competitive edge for career advancement. Job position such as Finance
Associate, Fiscal Officer and Administrators require strong communication skills.

Today organizations are engaged with a more mobile and demanding workforce and they feel a growing need to gain full value from employee knowledge and expertise. The authors Robert Mac, Alan Ackerson who have vast experience of working with large corporations and government agencies show in “The Leader as Communicator – Strategies and Tactics to Build Loyalty, Focus, Effort and Spark Creativity”, how critical leadership communication is as a leadership competency in guiding organizations through turmoil and transition. The book is of immense interest to the students of management and practicing managers. This book is useful for Management Development Programme. Authors explain the meaning of leadership communication and three dimensional models about how leaders can most effectively use communication strategies and tactics to deal with different issues of organization. The book examines how leaders can deepen feelings of community membership and affiliation through story-telling, a powerful communication medium that links people to a common culture and common values. It describes how leaders present themselves as trustworthy communicators, the tactics they use to build trusting work relationship, tips on listening and managing dialog, that create a climate of trust throughout the organization. The book explains that story-telling is a critical attribute of leadership communication. Leaders add meaning to the experiences of work and work life by describing them in stories about individuals and groups.
The book explain the ability to communicate with clarity, power and purpose has become a crucial leadership competency today more than ever before. The book also unfolds the new context in leadership communication. The book presents case studies called from organizations and dozens of relevant examples. It gives a number of strategies and tactics showing how leaders can shape the communication climate of their organization. The author provides assessment exercise that let readers measure their own communication skills.

The book demonstrates that the leadership needs to assume different communication roles while confronting the challenges which an organization faces. This would enable the organization to keep its workforce more focused, motivated and inquiring. It would also make the organization flexible and quick to take advantage of opportunities so that it aligns with real priorities. The authors strenuously strive to make communication a strategy leadership concern.

This book represents a practical and sensible approach to starting and sustaining kind of communication. The text is enjoyable for leaders who want to be transformational. Leadership in the 21st century requires individuals with vision, passion, courage, skills and commitment to make a difference. The theoretical principles, ideas and examples presented in each chapter are classic for emerging as current leaders. The book provides tools for connecting ideas and practice. It is a perfect resource for managers and executives.
The field of Human Resource Management has undergone changes over a period of time. The traditional HRM any more is not sufficient to achieve results in the information age industries. The author Snell, Bohlander, Vohra who is management consultant and corporate trainer has necessitated Strategic Human Resource Management in “Human Resource Management – A South Asian Perspective” to achieve the competitive advantage of the organization. This book has been written keeping in mind the change that is taking place in the organizational environment. This book is intended to the people who are actively involved in promotion of organization. The book is organized into five parts, which are further divided into thirteen chapters. The book enables to understand the process and levels of strategic management. The focus of the book is on addressing and solving problems that affect people management programmes in the long run and often globally. The author tries to identify the key areas of HR where strategies can be implemented in the long run to improve the overall employee motivation and productivity. The book throws light on how technology has created an impact on HR and strategic HR issues. The author explains how telecommunicating has become a challenge for HR manager and also how technology has brought in automation in HR function.

The author discusses about how diverse workforce is creating challenges for the HR managers of today. It indicates the expected challenges from shortage of talents in near future in different sectors of the industry. A Human Resource Strategy should aim to capture “the people element” to achieve in the medium to long term by
ensuring that the organization has the right people of right attitudes and behaviours, the right mix of skills placed at right positions. Different type of HR planning – Aggregate and Succession are discussed in detail. The author describes voluntary Retirement Scheme in private and public sectors in India. Search of talent and retaining the right talent is one of the major of challenges today. It covers the recruitment and selection, training and development practices and focuses on performance evaluation systems and performance management policies adopted by business.

The book is worth reading. The author scholarly explains how technology has created an impact on organization and largely on the Human Resource function. Cases of whistle blowers and other ethical issues in present days’ work environment are discusses. Monitoring an employee and adapting the e-HR has become very important which will help the HR manager to concentrate on other business issues rather than operational matters. The readers learn how to design HRM system and assess and thereby sustain organizational competence. The book emphasizes on how recruitment and retention is of utmost importance in any organization today. The author examines recent research and presents case studies from the Indian corporate world. The book highlights employee health and safety management (OHSM). The author discusses practices of knowledge and change management and performance-linked reward system. The readers understand analysis of attrite and retentive forces in order that the organization be able to retain its people in the competitive environment.
The book “Essentials of Enrichment Training & Development” by Dr. B. Jankiram is an important publication of the author who is a successful author of various books for management education and HRD training purpose. The book is intended to prepare people to carry out predetermined tasks in well defined job contexts as training is basically a task-oriented activity aimed at improving performance in job. The author discusses the importance and process of training needs. The book presents the five-step training process – ADDIE – ‘An instructional design model’. The author uses different techniques of persuasion to establish the truth of a statement. The author presents many tables, figures and flow charts to explain how to design Training and Development Programme.

The book address certain vital issues like-

- Do organizations really need Training and Development?
- Who participates in the programme?
- What methods and techniques are to be used for training?
- What should be level of training?
- What learning principles are required?

The author discusses the various approaches to employee development. She states importance of training and development and the need of assessing training programme. It describes the strategic role of employee development in the organization. It not only explains about designing the training programme but also explains
the strategic planning on training delivery and implementation of training programme.

The book is worth reading as it clearly discusses the importance and need of training and development for all the organizations in today’s business scenario. It explains how training and development can achieve a strategic alignment in order to add value for the organization. It clarifies the confusion with the two terms, which are distinct but inter-related i.e.

(1) Business led Training & Development

(2) Strategically-Aligned Training and Development

The book is a work of intelligence. It integrates training with Performance Management systems and Compensations. It explains the importance of Career Planning and Succession Planning. At the end of this book, readers learn and understand that the employees are assets of an organization and they need to be retained and maintained effectively. Employee development is one of the functions of HR department, but it needs careful attention by specialist in employee and organizational development. The author emphasizes that business organizations must take initiatives to conduct specific, targeted, strategic training and development for continued success. The book ensures the entrepreneurs and top management the successful achievement of goals by the way of initiating training and development programmes for the employees.
Recruitment selection and retention have become inevitable parts of the Human Resource department. Hiring right people and retaining them have become the need of time. The author, who is a Professor and Management consultant & Trainer in the Behavioral Science and Human Resource Management, has rigorously attempted the Recruitment-Selection and Retention, considering the factor of win-win for the company and employees. The book is divided into five chapters which are very explicit with latest trends and developments provided as case studies. This book is of interest to the top and middle management people. Human Resource planning allows the HR functioning to contribute to an organisation’s effectiveness. The book explains the Strategic HRM approach to resourcing and integrating business. The authors explains the meaning and process of staffing which includes importance, need and function of staffing, it describes different components of staffing and its related issues. The author uses figures, flowcharts to explain the stages and techniques of recruitment like how to advertise vacancies etc. She differentiates recruitment and selection processes as well as relation between them. The author uses explicit illustrations and case studies to explain employee selection process, successive hurdles techniques, and steps in the selection procedure.

The author discusses the techniques and types of selection process along with flaws of present selection practices. The book gives detailed description of retention strategy, the reasons behind employee turnover and the strategies for improving employee retention.
The book includes the benefits that an organization might offer, the opportunities for learning and advancement, the career. The author presents holistic idea of reward system to make understand the relationship among three important reward components pay, benefits and careers.

An effective recruitment is very essential and three are no fundamental philosophical differences between recruitment using ‘old media’ like advertising in newspaper, and the new media i.e. online recruitment. The book unfolds the recent and current trends of recruitment and selection process. At the end of this book, the reader gain the knowledge of strategic planning of HR, planning the Total Workforce, need and approach of strategic staffing. The author scholarly presents the fact that high performing employees are always looking better opportunities and better pay-package outside the organization. To make this situation win-win for the company and employees, recruitment and selection of right people and training them to furnish their skills have become the requirement of the time. The author has rigorously attempted this book to cater these requirements of employees as well as of organization. An organization can only be successful and reach its strategic objectives by employing individuals, who have the capacity and desire to contribute to its mission. The staffing function, thus, plays an important role in facilitating an organization’s success.

Clampitt and Downs, 1993). It is described as a core process for organizations (Weltch and Jackson, 2007) and one that should be on the agenda for all management strategic meeting (Barrett, 2002). Smith (2005) warns that companies “underestimate the power of internal communication at their peril” (p.19)

Internal communications is in immature (Watson Helby in Smith, 2005) but growing specialism (Yeomans, 2006, p.333). There is evidence of greater investment – “most organizations have either maintained or increased spending in internal communications in the past three years” (Communicators in Business, 2008) – and The Work Foundation reports an increase of in internal communication budgets 42% over the three years from 2003/4 to 2006/7 (The Work Foundation, 2007).

Despite being a young industry -72.6% of practitioners are reported as having less than ten years experience with over half (56.5%) having less than six years experience (Communicators in Business, 2008)-there is evidence that internal communications has importance and influence in organizations. Internal communication departments are working increasingly closely with chief executives (The Work Foundation, 2007) and, according to Communicators in Business, 82.5% of practitioners operate at senior level (2008).

The picture that is emerging here is one of a young, but growing industry which is recognized as making an important contribution to organizations and, as a result, is finding it has influence. This research project seeks to gain
an insight into how those recruiting into internal communications jobs are defining the role and what competencies they are requiring professionals to display.

Language, Power and Misunderstandings

Jackson (1959:158) tells us that

Business executives... have communication problems, too. They are concerned, of course, about better understanding among all persons. They are interested in overcoming barriers to communication between members of the public and their own particular industry. They are especially concerned, or should be, about problems of communication within an organization, since business administration by its very nature is a collective enterprise, and people in this profession must spend their days in organized groups, or organizations.

In an average day each human will spend many hours interacting with fellow human-beings; in the office, at home, on public transport and in every other context imaginable. “Using language is one of the commonest forms of social behavior…” (Fairclough, 1989:2). We use language in every single aspect of our lives, including in our thoughts and dreams. But no language can ever be neutral, because the language spoken is inextricably bound with the history and culture of those who speak it. Misunderstandings can often occur, particularly between those of unequal power (Elgin, 2000:9) such as managers.
and their staff. In using language to communicate instructions, managers pass on the common-sense ideologies of their organizations. Fairclough (1989, chapter 1) claims that language is a contested domain of power where those who have the power use language to legitimize the dominant ideologies of the time (whether knowingly or unknowingly) as managers do precisely this. They need to reinforce the dominant ideologies of their employers. Their jobs depend upon convincing their employees that the organization’s aims are worth obtaining.

The difference in status between those higher and lower in a vertically managed organization such as a bureaucracy often affects the nature of their communication and this status difference “inhibits the free flow of information vertically (upward and downward)” (Lunenburg and Ornstein, 1991:205). Managers who, in their opinion, are simply “doing their job” will often promote the status quo, whether they are aware of doing so or not. And they may at times be misunderstood by their subordinates who perceive implications in their speech that may not necessarily have been intended by the managers themselves. Greenfield (1986:154) reiterates that “language is power. It literally makes reality appear and disappear. Those who control language control thought, and thereby themselves and others”.

Apart from status differences, other factors affect the human ability to understand a message exactly as it was intended, or sent. Stanton (1982(1):13) believes that

Human communication is fraught with problems and difficulties. How often do
we say or hear statements like ‘I didn’t really mean that’ or ‘You still don’t see what I mean’, or ‘You don’t seem to have grasped that point’? Whatever we try to communicate, something often seems to get in the way and we are not understood in the way we intended. But even when we are understood we often fail to get people to think or behave in the way we would wish.

As Peters(1999:2) states,

The difficulty of communication across various social boundaries—gender, class, race, age, religion, region, nation and language—confronts us daily. Strother Martin’s line from the 1967 film Cool Hand Luke, starring Paul Newman, has assumed an epochal significance: “What we have here is a failure to communicate”.

The problem is essential a human one, one where we cannot understand each other because we cannot look inside one another’s heads, to the factors and experiences that affect how ‘what we hear’ becomes ‘what we interpret as what we heard’. Pirandello (in Greenfield 1986:76) puts it beautifully, saying:

Each of us has a whole world of things inside him… And each of us has his own particular world. How can we understand each other if into the words which I speak I put the sense and the value of things as I understand them myself… While at the same time whoever is listening to them inevitably assumes them to have the sense and value that they have for him… The sense and value that they have in the world that he has within him? We think we understand one another… But we never really do understand!
Misunderstandings mostly occur due to “noise” (refer back to Rasberry and Lemoine’s (1986:27) model). This noise can be external, for example, every day background office noise, internal (within one’s own head) or interpersonal (between people). Noise is one communication barrier mentioned by Adey and Andrew (1990:26-32) who also include differing perceptions, language problems, inconsistencies in communication, differences in status, distrust, emotional communication, apathy and resistance to change as barriers.

Interpersonal exchange carry a great risk of potential misunderstanding because the psychological features that any human carries to a meaning exchange, i.e. “motives, thoughts, decisions, skills, knowledge, attitudes and socio-culture” differ widely between conversationalists (Rasberry and Lemoine, 1986:27). Power differences add further complications and together with other types of noise they can cause reality gaps- “radical differences in the way people perceive situations” (Elgin, 2000:9).

When a message is sent (or encoded) noise may creep in between the ideal meaning of the message in the sender’s head and the words they utter. When the receiver tries to decode (interpret) the message noise may again intersperse itself between the sender’s intended meaning and the receiver’s own perception of the word. Hence the two speakers’ different perceptions of reality and other noisy influences can cause the message to become distorted, affect their understanding of the message and cause them to react in different and unpredictable ways.
2.5 A Changing Role

The role of internal communications is one that is seen to be undergoing and have undergone considerable change (Baines, Egan and Jefkins, 2004 Keenan and Hazelton, 2006, Therkelsen and Fiebich, 2003, Yeomans, 2006).

Its various iterations – described as “eras” (Theaker, 2004) – include those of entertaining employees (1940s), informing (1950s) and persuading (1960s) to open communication (1980s to date) (Theaker, 2004). Today’s internal communication practitioner is focused on challenging and stimulating employees, managing change and gaining employee engagement and commitment (Tourish and Hargie, 1998, Smith, 2005, Tench and Yeomans, 2006). The aim has moved from controlling and directing people, through providing information, making announcements and supporting industrial relations, to supporting the development of a flexible work environment which adapts to change, seeks improvement, shares knowledge and know-how, generates ideas and involves people in achieving strategic goals (Keenan and Hazelton, 2006, Smith 2005, Tourish and Hargie, 1998).

Internal communication practitioners need to understand people in organizations and how to influence employee, knowledge, attitudes and behaviours (Straus and Hoffman, 2000). They must be able to gauge an organisation’s communications climate (L’Etang, 2008) and analyse the cultural, political and relational dimensions present within their organizations (Conrad, 1994). This is
role which is complex and challenging. This is illustrated by Conrad and Poole’s assertion that “strictly rational theories of decision making simply do not reflect the complex maze of personal, interpersonal, political, and ethical considerations that employees incorporate into their choices”. (Conrad and Poole, 2005, p.291).

So this development seems to require not only the application of different skills sets at each stage but the acquisition of skills which support practitioners in dealing with this complexity. Arguably the entertaining and informing iterations involve technician skills (Gruning and Hunt, 1984) while persuading employees, gaining employee commitment, challenging employees and maintaining open communications demand more strategic understanding and involvement. It is the adopting of a strategic approach to communication and the viewing of that approach as important issues which leads to high performance (The Work Foundation, 2007).

While some organizations have embraced this development and the strategic support that internal communications can offer, there has not been a uniform change (Smith, 2005). The continuation of the technician model is observed across public relations practice (Gregory in Theaker, 2001). It can, therefore, be argued that instead of the focus of internal communications practice shifting, it has expanded and the skill set grown. Practitioners still need to be able to use the traditional craft skills, design messages (Bamabacas et al,2008) and be “innovative, entertaining and face-to-face” (Farrant,2003,p.85). Importantly, it would appear that today’s internal
communication practitioner is required to have a broader range of more highly developed skills and the ability to apply them more sensitively (Keenan and Hazelton, 2006).

What we are seeing here is an acknowledgement in literature that the role of internal communications is varied, multifaceted and demands a range of competencies from its practitioners. Internal communications is seen as having contributed, and continuing to contribute, to the success of organizations in terms of tactics and increasingly at a strategic level. The literature also acknowledges that the development of the function varies widely across organizations.

**Technological change**

Public relations have been changed radically by the growth of new technology (Springston, 2001). This applies equally in the field of internal communications where intranet potential is still an emerging concept (Denton, 2005).

The intranet can improve access; increase speed and facilitates global communication (Holts, S.2003). Internal communication practitioners will need the skills and knowledge to make good decisions about technology use for effective communications (Ryan, 1999) and to develop that knowledge with the technology. But it is not just a matter to grasping the technological aspects.

Technology offers internal communications practitioners the opportunity to find different ways of reaching and communicating with employees. Intranets
have developed from being used as filing cabinets for the posting and retrieval of documents, into channels for ongoing allowing employee-to-employee information sharing and collaborative online working (Cheney et al, 2003) as well as delivering multimedia.

Technological communications need to run alongside more traditional channels such as face-to-face and print communication (Holtz, S. 2003). Internal communications practitioners need to make decisions about channel choice and judge the readiness of an organization to accept technological solutions to communication problems, balancing “technological concerns and the humanity of employees” (Keenan and Hazelton, 2006,p.314)

The development of the intranet has made editors powerful gatekeepers and agenda setters within organizations (Lehmuskallio, 2008). They need the knowledge and skills to perform this role effectively.

In summary, what we see here is a growing need for internal communication practitioners to, if not have, then certainly to understand technical issues in relation to the functionality of information technology systems, married with an understanding of how people in organizations behave and cultural considerations.

**Commitment and Involvement**

One of the most commonly cited roles for the internal communications function is that of developing employee commitment, involvement and engagement in
support of the achievement of business goals (Arnott, 1987, Wlech and Jackson, 2007, The Work Foundation, 2007, Barrett, 2002). This is important as organizational success is dependent on employee support (Therkelsen and Fiebich, 2003) and employees who are committed to an organization identify personally with it, are concerned for its future and are loyal to it (Garbarina and Johnson, in Thomson et al, 1999).

Welch and Jackson see non-task internal communication as having “a role to play in developing employee commitment and trust” (2007, p.190) and:’Etang (2008) points to the link between a positive communication climate and building consensus. Involvement requires the existence of positive relationships in organizations. These rely on two-way, participative communications (Stroh and Jaatinen, 2002).

Planning

Planning is a consistent theme in relevant literature. Whilst the importance of understanding stakeholders for public relations is emphasized (Tench and Yeomans, 2006), it is also acknowledged that greater sensitivity and deeper knowledge is required in the more complex internal communications arena (Smith, 2005).

Internal communication planners need to plan for diverse stakeholder groups (Welch and Jackson, 2007), maintain both upwards and downward communication (Quirke, 2004, The Work Foundation, 2007), analyse communications climate (L’Etang, 2008) and the internal environment that creates it (Welch and Jackson, 2007) –
including the corporate culture, communications systems and psychological contract – and constantly update their understanding of what employees want (Farrant, 2003).

Practitioners, it would seem, need to understand how organizational processes work, how to undertake effective organizational environment and cultural analysis and how to ensure the flow of two-way communication in organizations.

**Strategic approach**

To make a full contribution, internal communications must be strategic, support strategic objectives and focus on relationships (Barrett, D.2002, Welch and Jackson, 2007). It needs to form part of the business planning and performance management process at both individual and functional level (Barrett, 2002). The implications for competencies here are around such issues as strategic understanding, business planning and process management.

**Coaching and consulting**

Developing communication competencies emerges as a theme in literature. Employees attach importance to communication with line managers or supervisors (Smith, 2005) and employee views of line manager relationships affect their levels of satisfaction, commitment and team performance (CIPD), 2003. Keenan and Hazelton, 2006). Internal communication practitioners, therefore, need to priorities understanding organizational communication roles, seeking to engage those with responsibilities in

**Using communication to achieve change**

Effective employee communication is crucial to achieving successful change in organizations (Barrett, 2002. Cheney et al., 2004. Kitchen and Daly, 2002).

Organizational change employee communications programmes must motivate employee support for the new direction, encourage high performance, limit misunderstandings and rumors and align employees behind the company (Barrett, 2002). Communication has a role to play at the formulation, implementation and institutionalization phases of a change programme as well as in the dissemination stage (Cheney et al., 2004). As individuals progress through change, communication plays an important but different role at each stage (Harkness in Theaker, 2004) from developing awareness of environmental change and an understanding of an organization’s evolving aims (Welch and Jackson, 2007), giving facts and communicating the big picture, listening and showing concerns during phases of denial and anger, communicating the vision and involving and, as employees begin to accept the change, to build enthusiasm, provide feedback and inspire to create commitment to the new way.

To fulfill this role effectively internal communication practitioners must have some knowledge of the dynamics of a change process and be seen as
“facilitators of change not just as producers of publications” (Barrett, 2002, p. 222).

**Tactical expertise**

The craft side remains important across the public relations arena (Ahles, 2004, McClenaghan, 2006). Clarity of writing and media choice are keys to employee commitment (Bamabacas and Partrickson, 2008). The best employee communications need to be relevant, “innovative, entertaining and face-to-face” (Farrant, 2003, p. 85). There remains a key role for employee communication in informing and educating employees and a responsibility on internal communication practitioners of translating corporate messages for all employees (Barrett, 2002).

Examining various theories and perspectives on management, communication, motivation, language and power and organizations has placed this research on a solid theoretical base. It would appear from the availability of recent research that communication is coming to be recognized as an important factor in successful management. Hence, ultimately, increasing both managers’ and staff awareness of how language can aid or hinder them will go a long way towards creating an open communication culture. It is hoped that this study will serve a similar aim in its university context, informing both groups that using the right kind of language (i.e. the kind of language that best serves the purposes of the sender) is a form of power all of its own.

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