Organisation Charts Help:

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

Delayering

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

Tall (Hierarchical) Structures

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

Advantages:
- ☑ narrow spans of control ➜ can help to limit managers' workloads
- ☑ clear and more regular opportunities for promotion of junior employees

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

Flat (Horizontal) Structures

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

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

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

Communication

Communication

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

Feedback

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

Channels of Communication

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

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

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

Internal Communication Methods

Email/ intranet	• same message can be sent to many at once • much information can be included
Bulletins/ newsletters	• given to each worker • may be kept for reference
Meetings/ Face to Face	• individual/group points discussed • feedback given and results cascaded
Notice Boards	• one item of information seen by many • consulted over time
Memos/ letters	• written messages sent to all • can be filed and referred back to
Text messages	• written message can be kept • shorthand can be used
Telephone Call	• immediate contact with the right person
Video conferencing/ FaceTime	• immediate contact with the right person

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

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

Importance of Effective Communication

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

Problems with Poor Communication

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

Barriers to Effective Communication

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