



Volume XXII 2019

ISSUE no.1

MBNA Publishing House Constanta 2019



Scientific Bulletin of Naval Academy

SBNA PAPER • **OPEN ACCESS**

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To cite this article: [C. Alibec, A. Sirbu, Scientific Bulletin of Naval Academy, Vol. XXII 2019, pg. 238-241.](#)

Available online at www.anmb.ro

ISSN: 2392-8956; ISSN-L: 1454-864X

doi: 10.21279/1454-864X-19-I1-034

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Managerial Communication in English

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Abstract. Communication is considered to be one of the most important tools in the process of management. Managerial communication explores what the managers do in business, meaning that managers use the communication system to plan, organize, direct and control activities and people. Management cannot function without the techniques of communication covered in managerial communication. Management students need to learn both analytic and communication skills in order to be successful both in the university and at work. For any communication in business, in order to be effective, it must have seven qualities, which are often called the seven C's of business communication. The message is said to be effective when the receiver understands the same meaning that the sender was intended to convey. An effective system of communication facilitates job performance and promotes satisfaction among people.

1. Introduction

What is communication? Almost all dictionaries provide a quite simple definition, such as “*a two-way exchange of opinions, news and information by writing, speech or gestures including body language and facial reactions*” [1], or simply “*communication is a message*” [2], or “*a process by which information is exchanged between individuals through a common system of symbols, signs, or behavior*” [3] and so on and so forth. The business dictionary supplements the definition and besides the usual way of defining communication as “*a two-way process of reaching mutual understanding, in which participants exchange information, news, ideas and feelings*”, it goes further and says that “*in business, communication is a key function of management - an organization cannot operate without communication between levels, departments and employees*” [4].

Communication is considered to be one of the most important tools in the process of management and it influences each and every function of management. Management cannot function without the techniques of communication covered in managerial communication. Managerial communication explores what managers do in business, meaning that managers use the communication system to plan, organize, direct and control activities and people. Moreover, every organization should be able to build an effective system of communication in order to facilitate job performance and promote satisfaction among people.

The next question is: *What is the meaning of effective communication?* As it has already been stated above, communication is the process of sharing not only information, but also thoughts and feelings

between people through different skills, such as speaking and writing, and even body language. Effective communication enlarges this concept by requiring that transmitted content is received and understood by someone exactly in the way it was intended. To put it otherwise, the message is said to be effective when the receiver understands the same meaning that the sender intended to convey. Effective communication aims to create a common perception, to change behaviours and to acquire information.

2. Managerial communication

For any communication in business to be effective, it must possess seven qualities, which are often called the seven C's of business communication, also known as the seven principles of communication. The "magnificent" seven principles provide a useful check list in order to help both verbal and written communication to be plain, clear and well-structured. Here is a brief overlook upon the seven C's: **completeness** refers to the fact that the message must be complete and adjusted to the receiver's perception of the world; **concreteness** is about a clear message based on data research; **courtesy** is related to a courteous and friendly manner of approaching the audience; **correctness** refers to a correct use of language (no grammatical errors) both in verbal and written communication; **clarity** is characterized by short and explicit sentences, together with brief words in order to emphasize the essence of the message; **consideration** is about taking the audience into account and be related to the target group; **conciseness** refers to consistent information when delivering a message which becomes clear and the receiver is not confused.

Lately, the seven C's have had two more variations: **creativity** relates to words and sentences used in a creative way where short sentences alternate with longer sentences and the last one, **credibility**, implies a clear tone indicating that the message contains the right information.

Having in mind all these principles, one can assert that effective communication is a combination of good speaking and listening skills which all lead to clear, explicit, concise communication at work and within personal relationships.

Managerial communication is quite different from other types of communication due to the organizational framework in which it is performed. It represents the means by which the manager sends the information to the members of the organization and business partners as well, and in turn their feedback influences the manager's decisions. Many specialists consider that communicative competence is the core of the managerial success and is based on the way in which, using the adequate means of communication, one influences the behaviour of one's interlocutor. The well-known management consultant Peter Drucker invites managers to improve their communicative competence, in order to be noticed for "*the ability to communicate with the people and to introduce to them their own thoughts and ideas in such a way as to get them to understand and be persuaded*", as "*this ability to express oneself may be the most important aptitude one can have*" [5].

Communication also means the process which one adopts while sharing his/her views with others. In case of a teacher it is necessary to have very good communication abilities for facilitating the students the process of comprehension and for achieving their professional goals. They need to acquire clear communication skills in order to be well understood by the students and thus avoid all the misunderstandings in the teaching process. This is also needed by the teachers who first have to understand themselves the entire technique before proceeding to teach it to students. "*Performance of teachers in classroom totally depends upon the communication skills; if the teacher has good communication skills then he can easily convey his/her message or deliver the lecture in an understandable manner*" [6].

"*Management students need to learn both analytic and communication skills to be successful in the university and at work.*" [7] Some of the communicative methods used to teach English as a Second Language (ESL) such as collaborative learning, dialogue journals, peer review, and oral presentations, can be adapted to teaching analytical and communication skills to native and non-native speakers of English. ESL strategies work well to enable learners to analyse readings and communicate well-developed opinions in the context of case studies and media critiques used in business communication.

Among these skills are the ability to analyse a body of data, the distinction between what is sheer opinion and what is a real fact, drawing conclusions about the information, making recommendations, and bringing these conclusions and recommendations in an effective and efficient manner before a dedicated audience. Teaching these skills engages students on a variety of intellectual levels, from simply summarizing information to reasoning independently after confronting with difficult textual information.

Beside these skills, in recent years other disciplines in business and management have acknowledged their importance as well. Some universities have started to assess the writing ability, which “*sends a message that the ability to communicate in writing is critical to the accounting profession*” [8]. Written communication is the most common form of business communication. As a communicative skill, writing serves communicative purposes in both professional activities but also in social ones. Students have to master emails and formal letters if they were to integrate in today’s job market. Compared to the other productive skill, speaking, writing is more regulated. Speech is generally characterized by pauses, repetitions, non-verbal aspects and speakers have support from the audience to convey the message, while writing has more standard forms of grammar, vocabulary and does not tolerate repetition and makes use of cohesive devices that contribute to the overall coherence of a text. Teachers specialized in communication can help students to work at a level that goes further than learning by memorizing and conventional writing by adding or even replacing traditional methods of teaching with methods and strategies from other disciplines.

Managerial communication explores what communication managers actually do in business across the planning, organizing, leading, and controlling functions. All levels of communication (intrapersonal, interpersonal, group, organizational, and intercultural) play an important role in managerial communication. This type of communication is put forward and backed up by effective presentation skills which are valuable to management.

Let us browse through a set of relevant skills for effective managerial communication:

- **body language and overall personality of an individual:** it is essential for managers to express their thoughts in a positive way;
- **nicely dressed and presentable;**
- **consider facial expressions and gestures:** a smiling face will attract employees and they would readily come to the manager to discuss their problems;
- **be honest:** pass on information to team members in its correct form;
- **speak relevantly:** do not use slangs and abusive words in your speech;
- **be focused:** know what you intend to communicate;
- **be confident:** managers must believe in themselves so that others also believe them;
- **be impartial:** be available to all members of the team and let them express themselves;
- **know when to communicate:** do not interact with the team members at late evenings, early mornings or during lunch hours.

“*The most important thing in communication is to hear what isn’t being said*”: this is one of Peter Drucker’s famous quotes, which highlights the importance of non-verbal communication both in business and in our everyday life. He considers that it is not our words but our non-verbal actions that actually speak loudest when communicating. Non-verbal communication could also be regarded as an important tool/skill towards good communication and implicitly successful relationships both professionally and personally.

3. Conclusions

Good communication is one of the keys to a successful career no matter what field you choose, and many different skills contribute to the capacity to communicate well. Any course of managerial communication help students to think strategically and improve their writing, presentation, and interpersonal communication skills as a future manager. The objectives of such a course start from formulating an effective communication strategy for any message, in any medium and situation, writing clearly and concisely, delivering impressive presentations, giving and receiving feedback,

listening for understanding, to working efficiently with others in pairs, small groups or teams. At the end of the course the student is expected to improve his/her professional effectiveness as a communicator, writing and speaking skills in a continuous process of learning, doing, critiquing, evaluating, and doing again. To sum up, communication is the forefront of management theory because management cannot function without the specific techniques of managerial communication.

And a final quote which belongs to the same Peter Drucker and encompasses the essential core of managerial communication: “*mutual understanding can never be attained by communications down, can never be created by talking; it can result only from communications up; it requires both the superior’s willingness to listen and a tool especially designed to make lower managers heard.*” [9].

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