

UEF 4 course 8 sem.

Section management lecture 4

Topic: COMMUNICATIONS IN MANAGEMENT PHARMACEUTICAL ORGANIZATIONS

PLAN.

1. The essence of communication in business communication.
2. Communication functions
3. The communication process, the main stages
4. Types of communications
5. Forms of business communication: conversations, meetings, business correspondence.
6. Communication networks of the organization.
7. Communication style.

1. The essence of communication in business communication.

1. **Communication in an organization is the exchange of information between employees in an organization, methods and forms of business communication.** The main purpose of communication is to achieve an accurate understanding of the sent message from the receiving party.

Almost everything that happens in an organization is somehow connected with communication processes, they are an important means of ensuring the functioning of the organization as a whole.

2. Communication functions

- 2.1. *Informative* - transfer of information, provision of necessary information for decision-making;
- 2.2. *Motivational* - encouraging employees to perform tasks better using persuasion, suggestion, requests, orders, etc.;
- 2.3. *Control* - tracking employee behavior in various ways based on hierarchy and formal subordination;

2.4. *Expressive* - the emotional expression of feelings, experiences, attitudes to what is happening.

3. The communication process, the main stages.

Communication involves a two-way flow of information, when one side sends information, and the other side receives information, and responds, reacts to it immediately or after a while.

Stages of communication:

1 stage - information transfer;

2 stages - getting information;

3 stages - the recipient's response ("feedback").

At the *first stage*, the sender determines:

- what information needs to be transmitted
- how to convey information (orally or in writing)
- when and how to receive a response to the information sent.
- the sender transmits the information

At the *second stage*, the information is sent to the recipient. The recipient studies and perceives this information with an understanding of the meaning that the sender has put into it.

At the *third stage*, the Recipient prepares a return response and sends it to the sender. The correct understanding of the information by the recipient and a timely return response to the sender determine the effectiveness of communication. If information arrives late, is misunderstood, and the response to it is not executed or executed incorrectly, it means that communication is ineffective and the way it is performed in the organization needs to be changed.

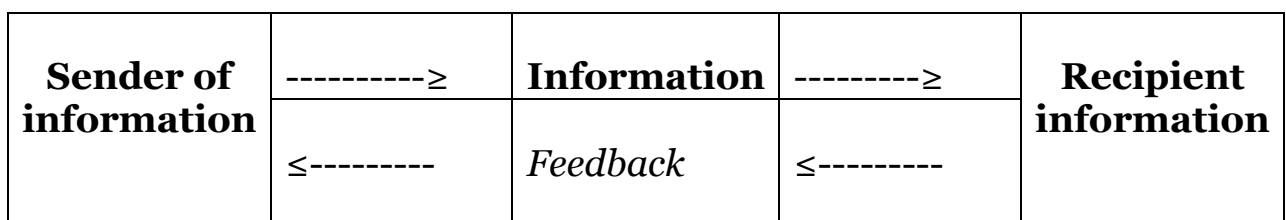


Fig.1. Diagram of the communication process

4. Levels and Types of communication

4.1. **Communication levels:** External and internal communications

External communications are carried out between the organization and its external environment: suppliers, pharmacy visitors, health authorities, medical organizations, public and other organizations.

Internal communications refers to communication within the walls of an organization between its various levels and departments

Types of communication: vertical and horizontal, formal and informal, verbal and non-verbal.

4.2. Vertical and horizontal

A huge amount of information is needed daily for the organization's activities. The transmission of this information within an organization is called internal communication. Information is transmitted vertically at all its levels up the management ladder (to managers), and down (to performers) – this is vertical communication.

The movement of information is necessary between employees of the same level horizontally (to colleagues within the department and in different departments). This is horizontal communication

4.3. Formal and informal

Formal communication is the transfer of information by position in a working manner, such transfer of information is necessary to coordinate work in the organization.

In addition, people communicate with each other, transfer information to each other not only according to their positions and position in the organization, but also through friendly relations, according to their sympathies and interests. Such communication is called informal. Informal communications are implemented outside of business communication and are present in the organization simultaneously with formal communications.

4.4. Verbal and non-verbal

Verbal communication is the communication of people through speech. Verbal communication can be oral, when spoken language is used

(conversations between people, on the phone, recording speech on various media) and written (letters, notes, letterheads, using e-mail).

Non-verbal communication is information that is transmitted by the sender without the use of words, instead of which any other symbols are used: gestures, facial expressions, poses, intonation, style of clothing. The main functions of non-verbal communication should be considered addition and speech substitution, reflection of the emotional states of the partners in the communication process. Non-verbal communication is quite an important element of business communication. Quite important information is often transmitted through these means.

5. Forms of business communication

The most common forms of business communication are:

- Business conversations (face-to-face personal meetings, by phone)
- Business meetings, meetings, as well as conferences, organization of exhibitions, negotiations with partners.
- Business correspondence (business correspondence on paper and in the format of e-mail, general chat, mailing, etc.)

Methods of transmitting information:

- a. Oral (conversation, telephone conversation, meeting, meeting)
- b. Written (various statements, business letters, protocols, appeals, etc.).
- c. Using technical channels (chats, messengers, corporate e-mail, electronic documents, etc.).
- d. Non-verbal (the language of facial expressions, gestures, etc.)

5.1. Business conversations are the oral purposeful communication of colleagues on issues related to work in the organization.

The characteristic features of the conversation are as follows:

1. It is aimed at achieving certain goals and serves to solve production tasks.
2. It is associated with the need to draw conclusions and conclusions based on the analysis of the received informative data.
3. Allows you to develop appropriate solutions and implement them.

Examples of conversations: interviews during the analysis of conflict situations, hiring employees, solving specific problems at work. Managers resolve issues of admission, dismissal, and transfer through a conversation with an employee.

The basic principles of the conversation:

- summary of information,
- addition of information with explanations and justification,
- creating a trusting atmosphere for communication.

The conversation is being prepared in advance.

Stages and Elements of organizing and conducting a business conversation

Stage 1. Preparation :

- Define the objectives of the conversation
- Invite an employee
- Make a conversation plan
- Determine the place and time of the meeting for the conversation

Stage 2. Conducting :

- the Beginning of the conversation:
- Presentation of the problem for discussion
- Finding out the employee's response
- Joint analysis of the situation

Stage 3. Making a decision:

- Formulate conclusions from the conversation
- Make a decision on the issue of the conversation

Stage 4. Analysis and evaluation of the conversation result. :

- Is it possible to consider the results of the conversation sufficient, is there a need for additional discussion of the issue

5.2. A conversation on the phone. This type of communication is often used in work to solve small issues, such as clarifying the fact of the information received, setting the time and place of the meeting, and transmitting a brief message.

Rules for talking on the phone.

The conversation on the phone should not exceed 3-5 minutes. At the beginning of the conversation, it is necessary to identify yourself, who called, who is listening. The person who called ends the conversation. If the connection is interrupted, the caller calls back.

5.3. Business meetings are a form of organized, purposeful interaction (communication) between the head and the team by presenting their positions and exchanging opinions.

As a form of managerial communication, meetings are used to manage work processes in an organization to achieve set goals.

The meeting is held when there is a need to exchange information, identify opinions, analyze difficult (problematic) situations, make and develop necessary decisions on a unified program of action after discussion with employees of the organization.

Types of business meetings:

1). An operational meeting is convened to receive information on the current state of affairs. No decision is taken on such meetings. The information is taken into account.

2). An instructional meeting is organized in order to bring the general assignment to the workers, transfer orders, and necessary information. It, as an operational meeting, is conducted according to the scheme of communication (information about something). In addition, certain tasks are being clarified, and the deadlines for their completion for individual performers are being clarified.

3). Problem meetings are held in order to discuss and solve important problems for the organization. Following the results of such meetings, a management decision is necessarily made, responsible executors are appointed for the execution of orders.

Each meeting is completed with a special document: the minutes of the meeting (or team meeting). The meeting is led by the head or his representative. The secretary takes shorthand notes and draws up the minutes of the meeting. A vote is held on important issues, and its results are recorded in the minutes of the meeting. The minutes are signed by the Chairman and the secretary of the meeting. The protocols are stored for a long time (10 years or more), they are a mandatory document and justification for management decisions on internal issues in the work of the organization.

To organize and hold meetings, it is necessary:

1. Identify the main objectives of the meeting and issues for discussion
2. Determine the type of meeting (informational or instructional, operational, problem meeting)
3. Choose the time, place, and number of participants,
4. Determine who will report information on the issues of the meeting, Choose the form of notification of participants, speakers and co-rapporteurs
5. To inform the meeting participants in advance of the objectives and issues to be discussed at the meeting
5. Planning the manager's own speech.
6. Prepare draft decisions on the issues of the meeting.

6. Communication networks of the organization.

In each organization, individual communications are combined into common networks. Such an association ensures the coordinated work of all departments of the organization. **A communication network is a connection into a single structure of individual communication processes to ensure the movement of unified information flows in the organization.** There are well-established patterns of communication networks for groups of different numbers. In Figure 2. Examples of communication networks are schematically shown: circles indicate employees in a group, and lines are connections by position – communications.

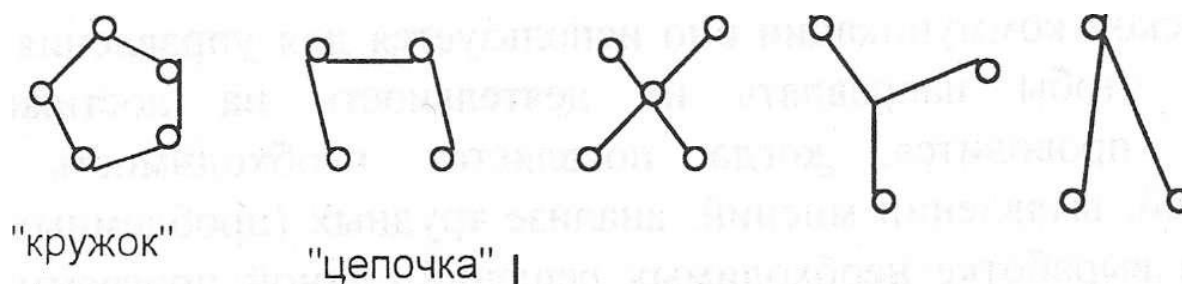


Fig.2 Examples of communication networks: circle, chain, wheel.

7. Communication style.

A communication style is a way in which an individual employee builds their relationships with others.

According to the degree of openness of the individual and the degree of adequacy of the acceptance of the response, there are 5 communication styles:

1. **"Self-discovery"** is characterized by a high degree of openness to others, but a low level of adequacy of perception of the reactions of others. The attention of others is attracted by their behavior, but the perception of the response of others is inadequate to its significance, the employee shows increased emotions (it is necessary to cultivate the right attitude to criticism).

The degree of openness of communication	high	1. "Discovering yourself"		2 "Self-realization"	
	medium	5."bargain for themselves"			
	Low			3. "Self-closure"	
	low	medium		high	
Adequacy of the response					

Fig.3. Individual communication styles.

2. **"Self-realization"** - in response to his openness, the employee responds adequately to the assessment of others of his behavior. This is an ideal style, but an employee can change the style if others do not respond with openness to his openness.
3. **"Self-closure"** is a low level of openness and feedback. This isolation is typical for "introverts".
4. **"Protecting yourself"** - low level of openness and high level of feedback. These people are not very open to others, but they like to discuss others. By constantly speaking out about others, they conduct defensive tactics against themselves.
5. In the middle of the matrix are individuals who **"bargain for themselves"** in exchange if others do the same. This style is characterized by moderate openness and moderate feedback in the process of interpersonal communication.

The manager's knowledge of the style of individual employees helps to predict their behavior. The situation in the team during the work process largely depends on the quality of communication between employees.

Questions to control the assimilation of the topic

1. What is business communication? Definition. What is the main purpose of business communication in an organization?
2. What functions do business communications perform in an organization?
3. What stages do you know in the communication process? How to evaluate the effectiveness of communication?
4. What levels and types of communication in the organization do you know? List them.
5. What forms of communication and ways of transmitting information are used in the organization?
6. What issues do the heads of organizations solve through conversation?
7. What issues can be resolved in a conversation over the phone?
8. What are the rules of talking on the phone in the organization do you know?
9. What types of production meetings do you know?
10. What needs to be done to organize and hold a meeting?
11. What are communication networks?
12. List examples of communication networks.
13. What is a communication style?
14. List examples of communication styles.

