



# Communication & Management Communication N4

[\\*see terms and conditions](#)

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# Organisational communication

## Module 3

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# Overview



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# Introduction to organisational communication

## Unit 3.1

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# The concept of organisational communication

**To perform their different tasks successfully, staff members need to keep in constant contact. This includes:**

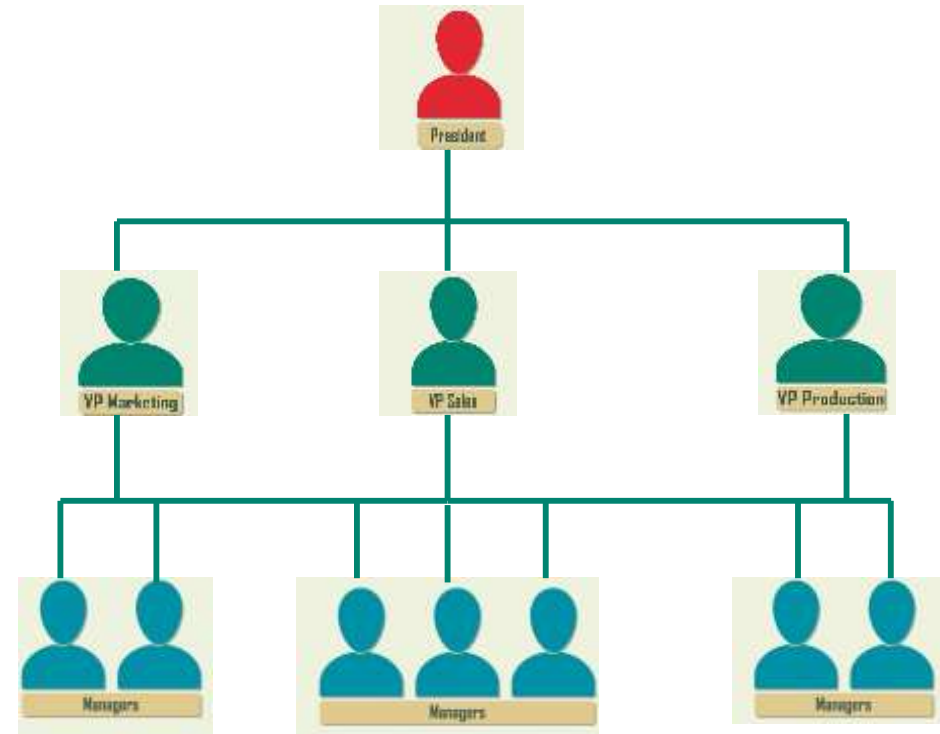
- Communicating information (e.g. instructions)
- Matters of common interest
- Planning and strategies

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# Basic hierarchical structures of an organisation

- People in an organisation are grouped on the basis of their work status and authority.
- The higher up individuals in the hierarchy the more influence they have.

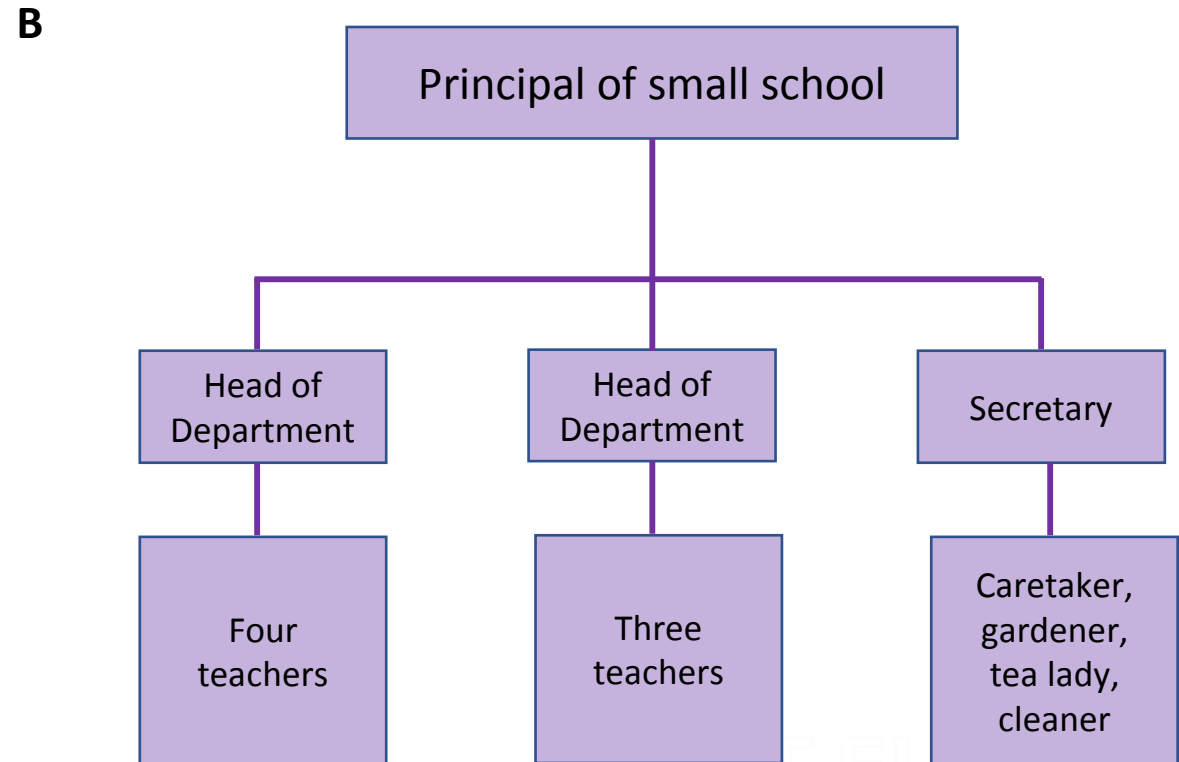
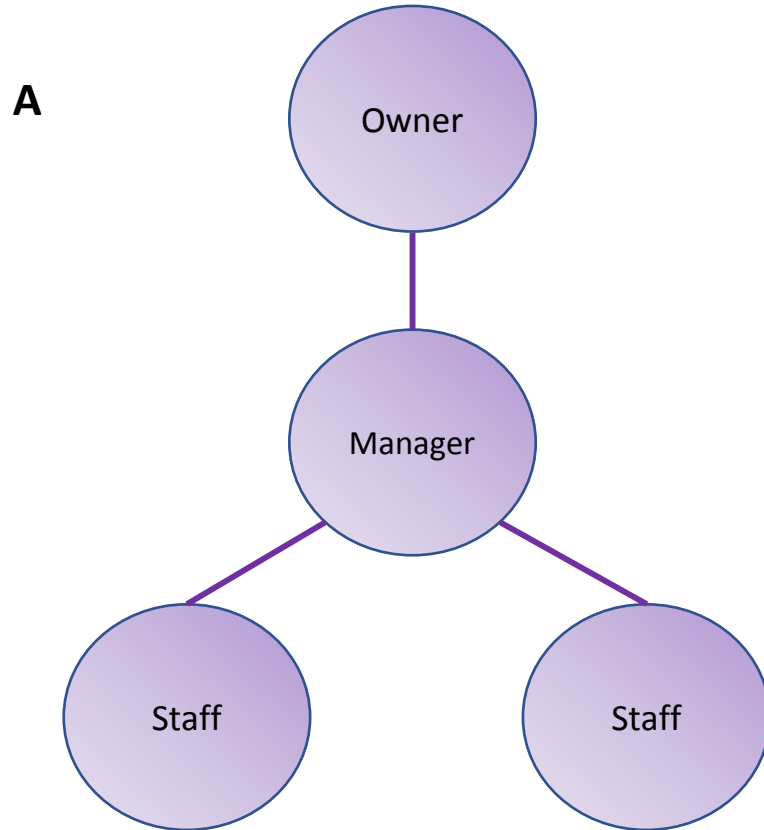


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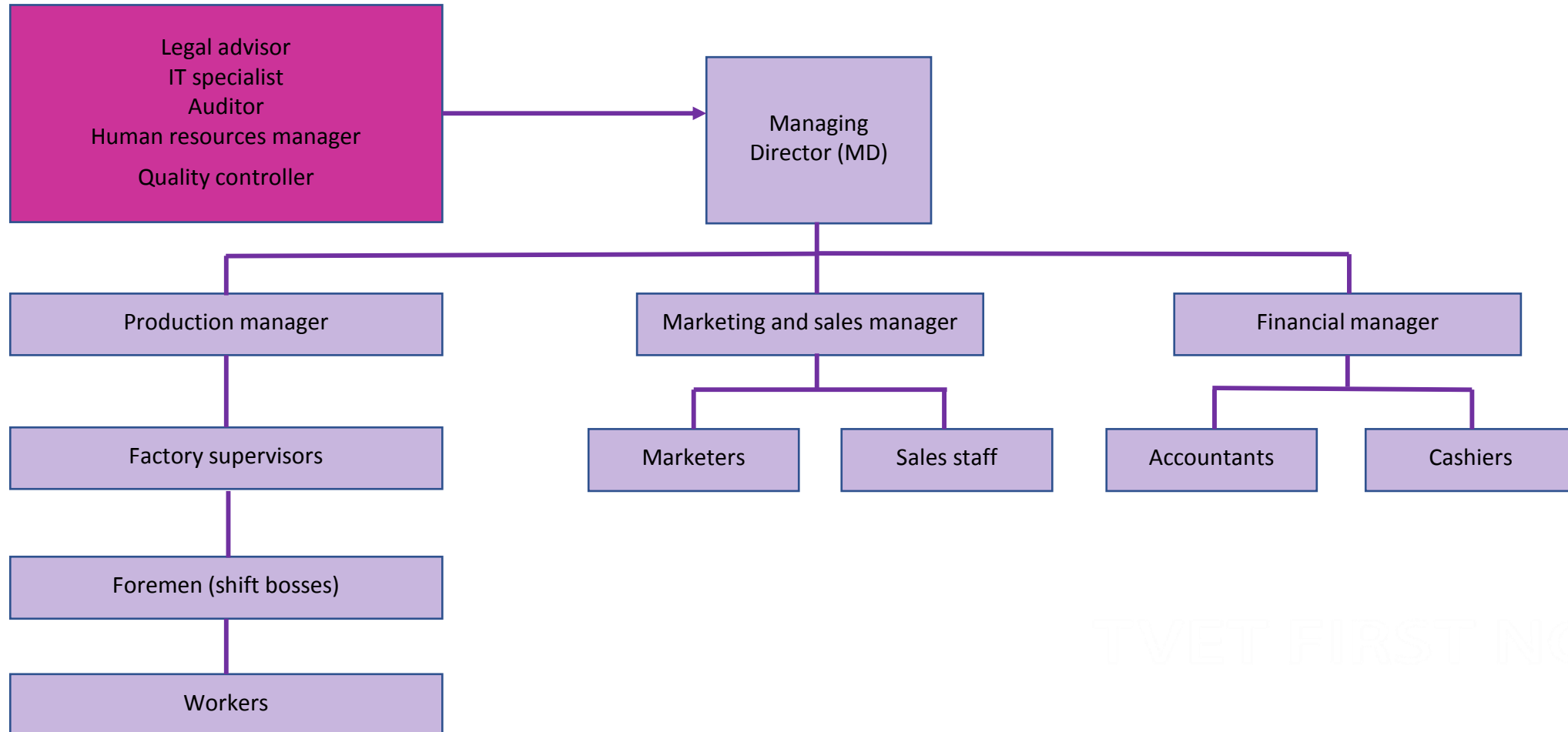
# Basic hierarchical structures of an organisation

## Line organisations



# Basic hierarchical structures of an organisation

## Line and staff organisations



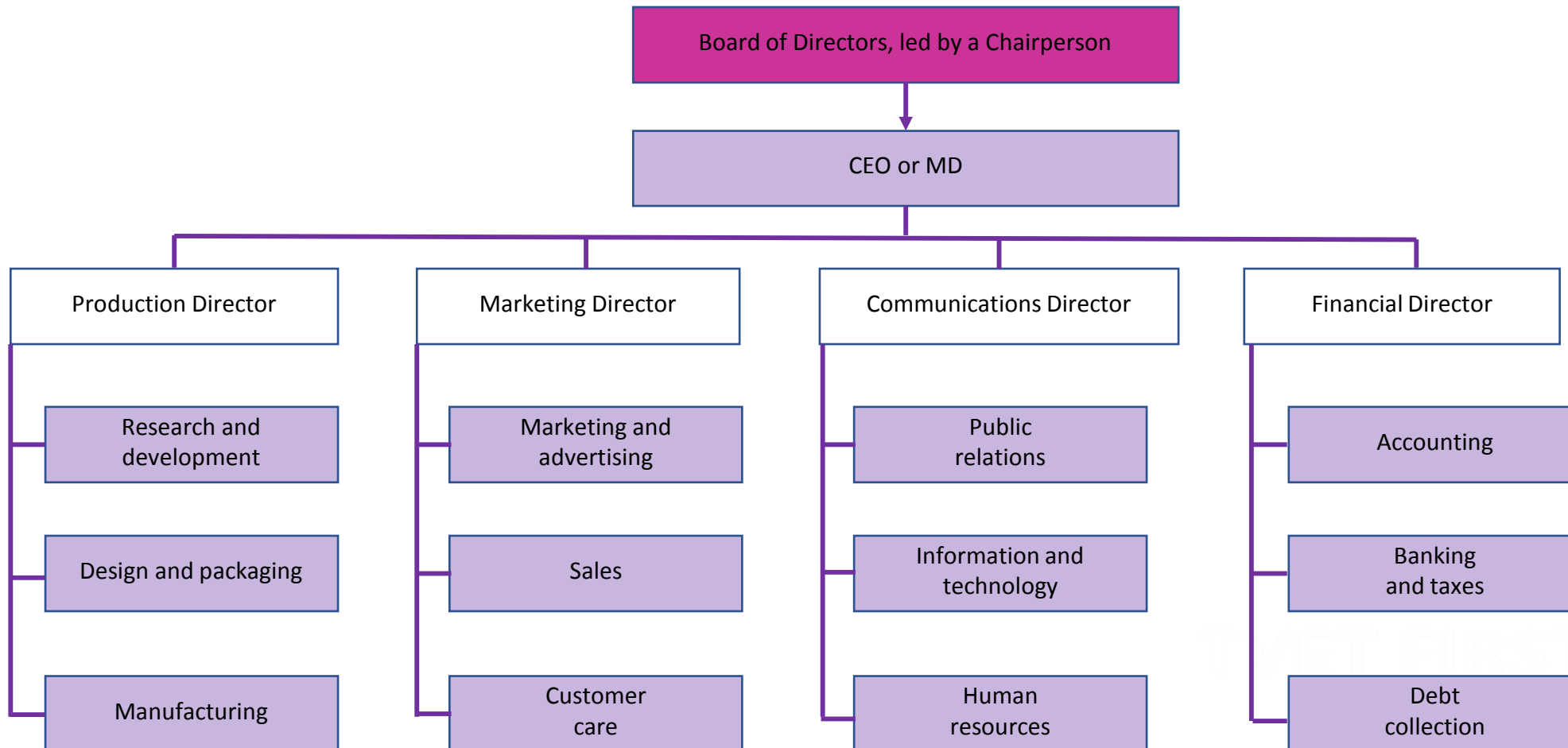
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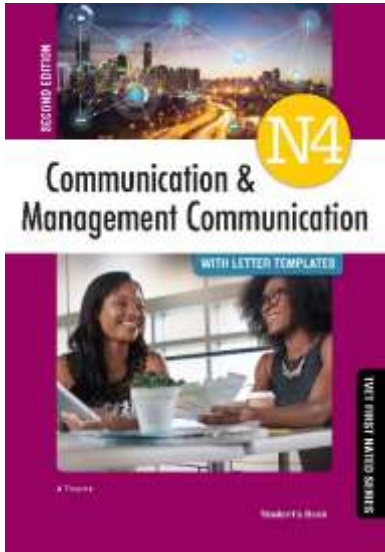
# Basic hierarchical structures of an organisation

## Functional organisations





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## Activity 3.1

Refer to page 50 of your Student's Book to complete Activity 3.1.

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# Communication within an organisation

## Unit 3.2

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# Communication within an organisation

## Main people in an organisation

Groups	Description	Examples
Superiors	They are higher in rank or position in the organisation.	CEOs, board members, directors, managers and supervisors.
Subordinates	They have a lower work status than their superiors. One superior can also be subordinate to a higher superior.	Regional directors led by a national director, or workers led by a supervisor.
Peers	Groups of people in the organisation who have more or less equal status.	All the directors, all the managers, or all the sales representatives.

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# Forms of address

## Examples of respectful forms of address

Titles	Examples of positions	Examples of respectful verbal forms of address	Written salutation
Prof.	A professor at an academic institution	<ul style="list-style-type: none"><li>• Today we are joined by Professor Vilakazi from UCT.</li></ul>	Dear Professor Vilakazi
Mr Sir	Manager; supervisor; client; older person; or someone you don't know personally	<ul style="list-style-type: none"><li>• May I speak to Mr John Ellis, please?</li><li>• No problem, sir – we'll fix this.</li></ul>	Dear Mr Ellis Dear Sir
First name	People you know personally or who have asked you to use their first name	<ul style="list-style-type: none"><li>• Morning, Angela. How are you?</li><li>• Goodbye, Thabo; see you again tomorrow.</li></ul>	Dear Angela Dear Thabo

# Forms of address

## Non-verbal forms of address

- **When addressing superiors:**
  - Give a crisp handshake
  - Make good eye contact
  - Smile
  - Stand up straight
  - Keep gestures to a minimum



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# Forms of address

## Incorrect forms of address

- Some examples of these include:
  - Informal: *Hi buddy* or *Cheerio chaps*
  - Casual or impolite: *Let's get started boys*

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# Forms of address

## Incorrect behaviour

- Some examples of these include:
  - *Slouching* while addressing someone
  - Gesturing dramatically or pulling faces
  - Making flirty eye contact



Sexual harassment is inappropriate behaviour

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# Means of communication

## Some examples of means of communication

Written communication	Oral communication	Non-verbal communication
<ul style="list-style-type: none"><li>• Minutes of meetings.</li><li>• Staff manuals.</li><li>• CVs and contracts.</li><li>• Emails, SMSs and posts.</li><li>• Reports.</li><li>• Financial statements.</li><li>• Digital newsletters.</li></ul>	<ul style="list-style-type: none"><li>• Face-to-face conversations.</li><li>• Staff or project meetings.</li><li>• Meetings with clients.</li><li>• Job interviews.</li><li>• Management meetings.</li><li>• Press conferences.</li><li>• Phone calls.</li></ul>	<ul style="list-style-type: none"><li>• Personal appearance.</li><li>• Posture.</li><li>• Handshake.</li><li>• Gestures and hand signals.</li><li>• Facial expressions.</li><li>• Distance (proximity).</li><li>• Body movement.</li></ul>

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# Means of communication

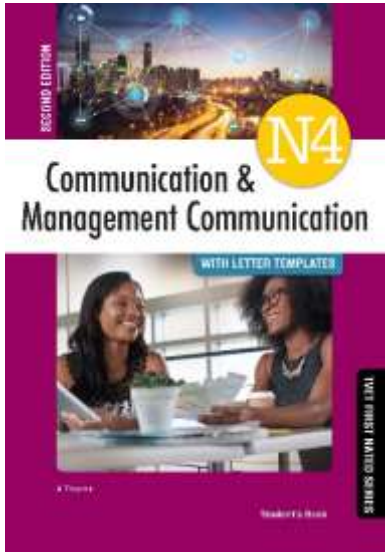
## Examples of appropriate communication choices

Work situations	Suitable responses
You are asked to stand in for the receptionist next week.	Ask him or her in person (face to face) what to do.
A colleague or client phones and requests a simple answer.	Ask him or her politely to hold on while you check. Get the facts and then answer the question.
A client is very upset.	Explain and apologise both over the phone and in a letter.
Your supervisor wants to know how the sales went.	Reply truthfully (e.g. "It didn't go as well as expected, but I'll give you the exact details this afternoon"). Write a short report.
Your superior needs detailed information.	Take a printout to him or her and/or send an email.





Click to play

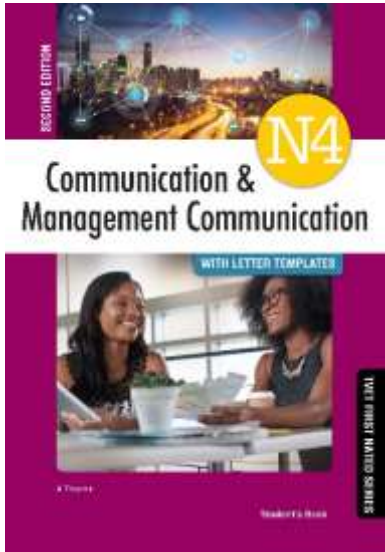


## Activity 3.2

Refer to page 55 of your Student's Book to complete Activity 3.2.

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# Summative assessment

Test your knowledge of this module by completing the summative assessment on page 56 of your textbook.

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