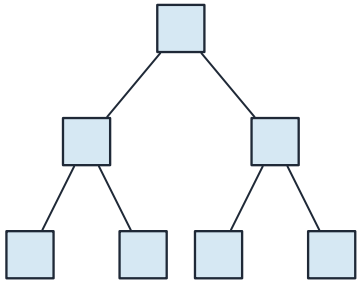
Exercise walk-through

2.3
Communication, culture and employee relations

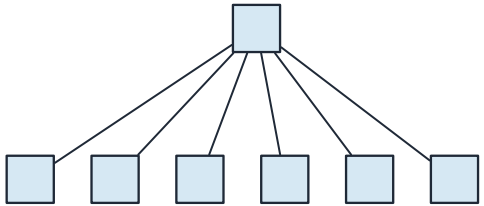
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Figure: Organisational structure

tall
many levels, narrow span



flat
few levels, wide span

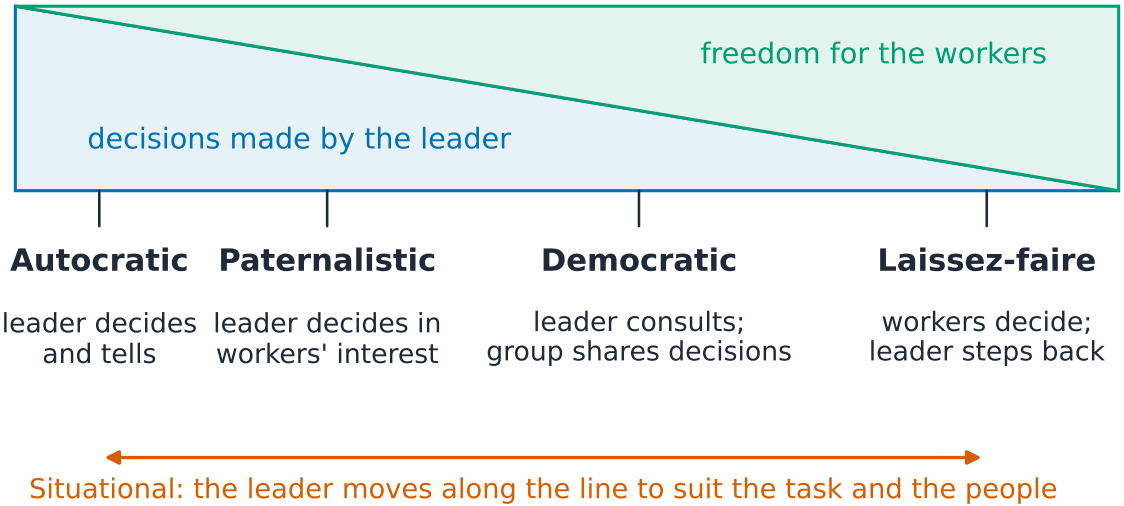


- A tall structure has many levels and narrow spans; a flat one has few levels and wide spans
- Read the axes and units first.

Leadership and management

- **Management** is about getting things done.
- Henri Fayol listed its functions: planning, organising, commanding, coordinating and controlling. **Leadership** is about setting a direction and inspiring people to follow it.
- A good manager is not always a good leader, and the reverse is also true.
- The best style depends on the situation: the task, the time available, the skills of the workers, and the culture of the business.

Figure: Leadership and management



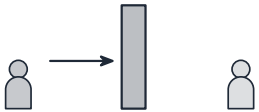
- **Leadership** styles differ in how much decision-making the leader shares
- Match each part of the diagram to the text.

Exercises 2.1·2.2

2.1 Distinguish between formal and informal communication. [2]



2.2 State **two** barriers to effective communication. [2]



Exercises 2.1·2.2

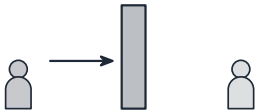
2.1 Distinguish between formal and informal communication. [2]



2.1

formal: through official channels set by the organization, e.g. meetings, reports; informal: outside official channels, e.g. conversations, the grapevine

2.2 State **two** barriers to effective communication. [2]

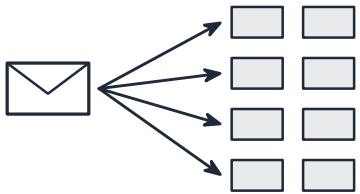


2.2

any two: jargon or language differences; too much information; long chain of command; wrong channel; physical distance or time zones; cultural differences; lack of trust

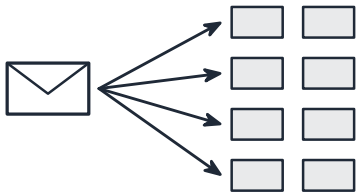
Exercise 2.3

2.3 A manager tells 40 staff by email that their shift patterns will change next month. Explain **two** reasons why this may be an ineffective method. [4]



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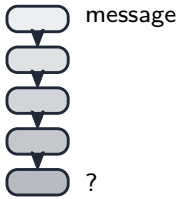


2.3

any two, explained: no chance for immediate questions or two-way feedback, so misunderstandings remain; bad or sensitive news by email may feel impersonal and lower motivation; some staff may not read it or may misread it, so rumours spread

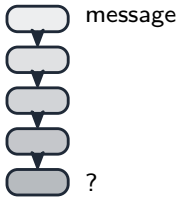
Exercise 2.4

2.4 Explain how a tall organizational structure can create a barrier to communication. [3]



Exercise 2.4

2.4 Explain how a tall organizational structure can create a barrier to communication. [3]



2.4

many levels / a long chain of command; the message passes through many people, so it is slow; and may be changed or distorted at each level before it reaches the workers

Exercise 3.1

3.1 Brightline Logistics has 600 drivers and warehouse staff in 12 depots. It has seven levels of management and an autocratic chief executive. Instructions reach depots weeks late, and drivers complain that nobody listens to their ideas about routes. Staff turnover has risen to 28%.

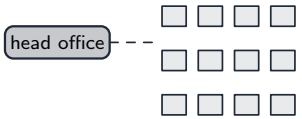
Discuss how Brightline could improve communication and motivation. [10]



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Discuss how Brightline could improve communication and motivation. [10]



3.1

award up to [10]: problem: seven levels slow and distort messages; autocratic style gives one-way communication and ignores drivers' knowledge; options: delayer to shorten the chain of command; but costs, overload of remaining managers, and fear of job loss; more democratic or consultative style with regular depot meetings and feedback; motivation: involving drivers meets esteem and relatedness needs (Maslow/Deci and Ryan); empowerment of depot managers to act on route ideas; communication tools, e.g. a driver app for quick updates, with training; judgement on priorities, e.g. two-way communication first because it is cheap and fast; conclusion linked to the 28% turnover