Chapter 9
Communication in the Process of Elaborating Strategies on Company Development

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ABSTRACT

The development of any industrial company is based on the existence of a strategy of sustainable development, based on an appropriate communication. A theory of communication has been developed, which has led to the occurrence of a specific form of communication, namely the managerial communication. As such, this chapter deals with the study of the communication process and the importance of this process in the industrial companies’ development processes. There are several models regarding the analyses of strategies in the industrial companies’ portfolios. In this context, several Romanian industry development strategies have been identified in the transition period, such as: strategy of restructuring, strategy of development, global strategy, etc. The chapter discusses both the strategy of industrial companies’ development under the current conditions in Romania and the identification of an appropriate portfolio of Romanian industrial companies’ strategies.

THEORETICAL APPROACH OF COMMUNICATION IN INDUSTRIAL COMPANIES

The psychologists Daniel Katz and Robert Kahn define the communication as being the “exchange of information and transmission of meaning”. Most experts agree that there can be no communication process as long as there is no second person receiving the message and who would “recreate in their own mind the meaning which the message had in the mind of that who initiated the communication”. Both the managers and the other employee act based on what they know, such as the competition tactics, supply of raw materials or delays caused on the production lines. It is not those very actions (of competitors, suppliers, etc.) that trigger the managerial actions,
but the information about them. Thus, the rapid acquirement of information, clearly and without distortions is a critical component of the organisation’s management.

Another possible definition of information is: “... communication is a process by means of which information is exchanged between individuals via a common system of symbols, signs and behaviours.” As a process, communication may be related to the expression of feelings, to correspondence, speaking, listening, and sharing.

People communicate in order to satisfy a range of both professional and private needs. People want to be heard, appreciated and desired. They want to solve problems and reach their objectives.

By communication, information and conviction are done by means of verbal and nonverbal messages. Verbal messages are transmitted by words, either in writing, or by speaking and the nonverbal ones are transmitted without using words (by gestures, attitudes, smells, clothing, grimaces, jewellery worn, cars and variations of certain categories of symbols, signs and behaviours).

By looking from this perspective, information is the property of words, symbols or signs to transmit significations, meanings.

Thus, the intrapersonal communication is the way in which individuals process information based on their own life experiences. In these circumstances, the communication process may encounter difficulties when the transmitter’s life experience is very different from that of the receiver.

Interpersonal communication, representing a second level, is caused when two people are involved in the communication process.

They have two objectives: they want to achieve something; they want to be content with themselves.

These two objectives can be called as punctual and of maintaining and they exist to a greater or lesser extent in all daily activities a person performs.

A third level of communication is the group communication. A group includes more than two people (it may be a committee, a club, etc.) – They appear frequently because the reunited efforts of several individuals can achieve more than the amount of the individual efforts of the same individuals.

Organisational communication is another level of communication and appears when the groups discover they cannot achieve certain activities without some kind of organisation. Looking from this perspective, the organisations are actually combinations of groups ordered in such a way that they can achieve tasks of wider expansion.

If we looked from the individual’s perspective, the model of “Johari window” allows an analysis of the levels where communication may occur. This model assumes that by looking from the perspective of the information stored, each individual may be seen as having several areas where they “gather” information about themselves and the environment. The following figure shows the levels of communication between different areas of the model of the “Johari window”, achieved by two people.

In the figure above, A is the open communication, B – unintentional communication, C – intentional communication and D communication by “contagion”.

The “open” area is that containing all the information the individual jointly shares with their interlocutor.

The “hidden” area keeps for example feelings, reactions or impulses considered by the individual to be antisocial, in disagreement with the self-image or to be too dangerous. Memories about events where the individual’s behaviour is not in concordance with their own or group’s standards are kept here.

The “blind” area stores for example feelings and traits the individual does not recognise as being their own (they do not admit they feel that way). This area is the result of education, of conditionality which each individual is subject to
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