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Research on Internal Management Communication of LeChong Company

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## Abstract

With the rapid development of a knowledge-based economy, many business managers have recognized the importance of communication in corporate management. Internal management communication is key in improving management efficiency. It ensures that problems and conflicts can be resolved within the company, establishes information fluency as well as other aspects functioning well, which encourages the healthy development of the enterprise. Matsushita once said: "Business management was communication, is to communicate, and will be to communicate in the future." In any case, business management is always inseparable from communication. A well-known futurist, Naisbitt said: "The future competition is the competition of management, which focuses on the competition of the efficient communication among members within every organization, and the relations with those of external organizations." (He ChunLi, 2010, Analysis on obstacles of enterprise's efficient communication) In the reality of business management, you can find that many companies don't really recognize the importance of communication in the management process. LeChong company appears to have these problems. In order to improve the competitiveness of the enterprise and to expand their market share it is imperative the Lechong company improves their efficiency and completeness of the internal management communication and change the management model of communication.

This paper analyzes the current situation of LeChong company by using the relevant internal management communication theory, combined with the customized-based-questionnaire. From the result of the questionnaire, we can understand the problems of the LeChong company, which includes a lack of encouragement in the communication environment; the absence of a long

term management target; the scarcity of internal communication among departments, etc. The last part of this article is about the suggested solutions, which include the building of a corporate culture conducive to business management communication, and establishing an effective management communication monitoring and feedback system that can eventually improve the internal communication of the company.

Key words: Internal management communication; Communication; Strategy

## Content

1. Introduction.....	2
1.1 Background.....	2
1.2 The purpose of the research and significance of the topic.....	3
1.3 Research methodology.....	5
1.4 Thesis structure.....	5
2. Theoretical concepts.....	7
2.1 Fundamental theory of internal management communication.....	7
2.1.1 Basic definition of management communication.....	7
2.1.2 The communication mechanism.....	10
2.2 Modes of the internal management communication.....	14
2.2.1 According to the information transmission direction.....	14
2.2.2 According to the behavior modes.....	19
2.2.3 According to the channels of communication.....	22
2.3 Function of the internal management communication.....	23
2.4 Effective methods to improve internal management communication.....	26
2.5 Factors that affect the internal management communication.....	29
3. The internal management communication: the case study.....	30
3.1 Introduction of the company.....	30
3.2 Customized-based questionnaire.....	30
3.3 Questionnaire results.....	32
3.4 Conclusion of the problems of LeChong company's internal management communication..	40
4. The development of the solutions and their implementation.....	45
4.1 The necessity for solutions.....	45
4.2 Process for discovering solutions.....	45
4.2.1 Fundamental principles.....	45
4.2.2 The improving system.....	47
4.2.3 Build an effective management communication network system.....	52
4.2.4 The improvement of the mechanism of internal management communication.....	55
4.3 Using the successful cases of other companies.....	58
4.3.1 The success of The Walt Disney Company.....	58
4.3.2 Other successful cases.....	59
4.4 Implementation.....	61

5. Project guarantee .....	65
5.1 Subjective perspective .....	65
5.2 Objective perspective .....	67
6. Conclusions and expectations.....	72
<b>Appendix</b> .....	74
<b>Bibliography</b> .....	133
<b>Sitography</b> .....	135
<b>Letter of appreciation</b> .....	136

## **1. Introduction**

### **1.1 Background**

With the high-speed development of economy, companies' internal and external environments have become more and more complicated. In this circumstance, management communication, as the main format to delivery and spread information, plays an important role within companies. Nowadays, more and more experts, scholars and companies' leadership have begun pay much more attention on management communication and its important effect on enterprises' development. In the real business practice, leaders of companies should keep on looking into the complicated and volatile external economic environment and make certain and workable goals, and create a comprehensive internal management communication system to support it. And at the same time, leaders should use scientific methods to organize, regular and control the productive process, in order to let companies' function well and cut down the operation costs. All of these are based on information and communication within companies. A well-designed management communication system is used even out of company, through the effective communication, the cooperation among companies can be more smooth and effective. It's thus clear that management communication has gradually become a core competence and only by improving the effective

communication can companies find out the latest useful information of the market and take advantage of it in order to adapt to the changes of market. In the next round of transformation and innovation within company, LeChong company should put the establishment of internal management communication in the first place and can finally improve work efficiency and realize its goal.

## **1.2 The purpose of the research and significance of the topic**

Management communication plays an important role in company's management system. Currently the domestic companies' internal management communication is relatively disordered, in general leaders have not realized the importance of management communication for companies' future development. There is still a long way for the current situation of management communication to catch up the level and request made by companies about internal management communication, which slows down the development of the company and slackens the effectiveness of internal management communication. The theory of internal management communication has had a revolutionary change and improvement. Companies should learn from the new theory and change the current disordered situation of their internal management communication. Even though the theory has been improved and there are different explanations of the internal management communication theory, but they relatively focus on one aspect and keep analyzing that point of view, it's partial and one-sidedness, which can not form an effective and systematic mechanism of company's internal management communication. Therefore, facing with this problem, the thesis intends to analyze and finally can provide some useful ideas for companies' leadership, based on the current theoretical research and on LeChong company and its relative current situation of the internal management communication, by using questionnaire and face-to-face

interviews with its employees and leaders, in order to describe, analyze and finally make out a suitable plan to improve its internal management communication.

After the problem searching process that we've mentioned above, the thesis provides appropriate solutions in order to optimize LeChong company's internal management communication and its comprehensive development.

1 ) The current situation of LeChong Company: give brief introduction of LeChong Company's internal structure and of its internal management communication. Using the result of questionnaire and interviews to summarize company's existing and potential problems of internal management communication. Finally analyzing the reasons that caused those problems.

2) Suggestions and plans to improve LeChong Company's internal management communication: it started from the improvement of a better understanding of the knowledge of internal management communication to how to use it into the real work, to suggest to establish a long-term mechanism of internal management communication, which are to make the strategic plan of the internal communication management, to create an easy-to-communication enterprise culture, to build an effective management communication network system, etc.

3 ) The solutions are based on LeChong Company's situation, so it obviously has its particularity, but at the same time some common points can work for all enterprises and public organizations. By observing the current situation of LeChong Company's internal management communication and analyzing the problems caused by its internal management communication, this thesis concluded and provided a well-designed internal management communication system and tried to give suggestions on internal management communication for different companies in different developing stages. And

hopefully in certain point this paper could awake the leadership of LeChong company to detect and conclude its own problems on the process of internal management communication and finally can improve and optimize it.

### **1.3 Research methodology**

This paper comprehensively uses and combines different theories of management, internal management communication, etc. to research and analyze the current situation of LeChong company's management communication and find its problems of internal management communication and the reasons that caused the problems. The paper is specifically based on LeChong Company's current and specific situation, using relative theory of internal management communication to find proper solutions to solve company's current and potential problems.

The paper uses various methodologies, such as quantitative and qualitative analysis, relative bibliography, questionnaire, etc. Meanwhile in order to give an exhaustive structure and content to the paper, writer read various theses about management communication, actively communicated and worked with LeChong Company to get to know its current situation, used different methods to talk and work with employees and used company's existing report and materials, to finally collect correct and precise data and information and work on this topic.

### **1.4 Thesis structure**



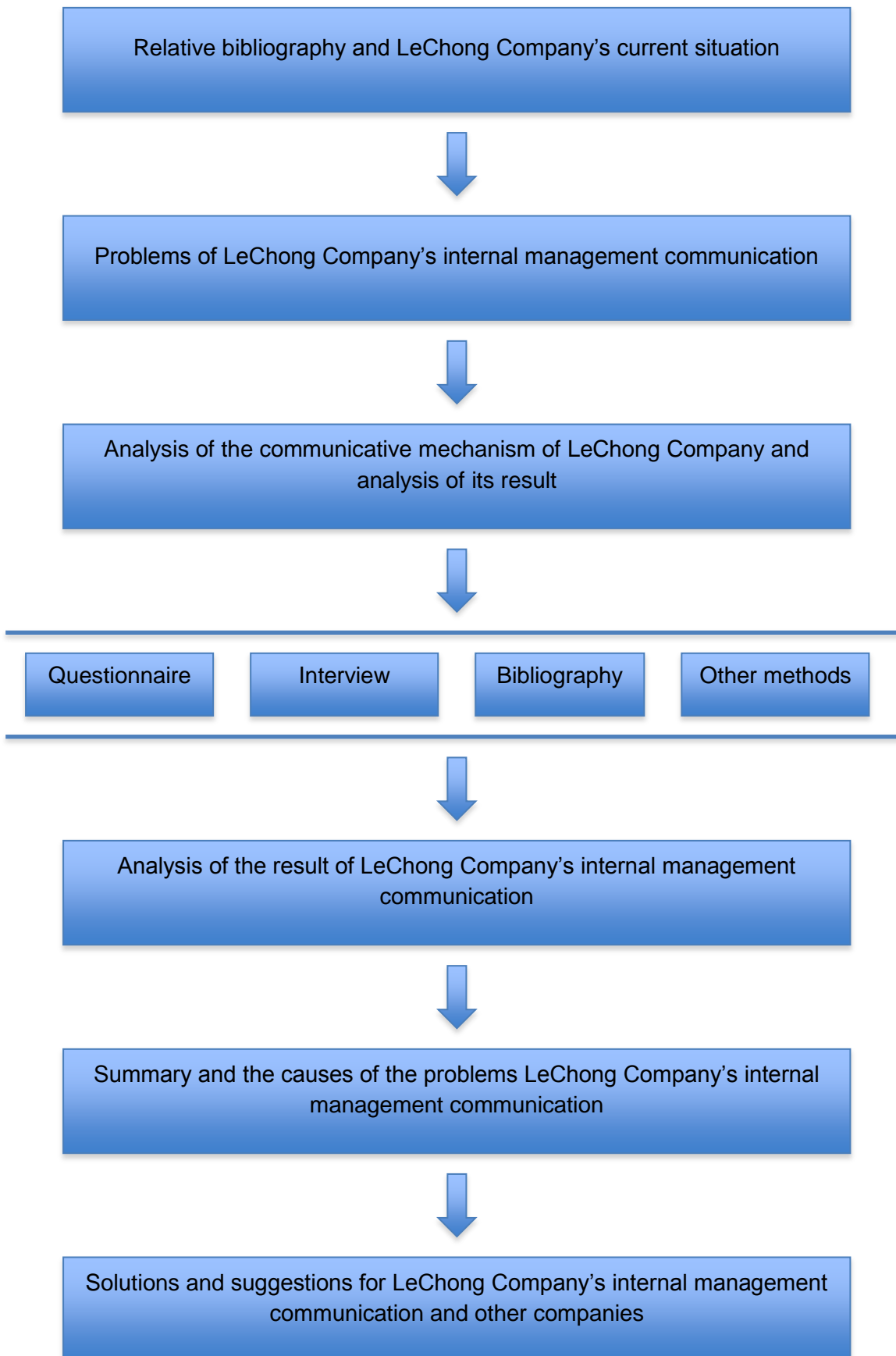


Figure 1-1

## 2. Theoretical concepts

### 2.1 Fundamental theory of internal management communication

#### 2.1.1 Basic definition of management communication

By defining what is management communication, we need to divide it into three parts: the definition of communication, the definition of management communication and the definition of mechanism.

##### 1) The definition of communication

Communication is a “two-way process of reaching mutual understanding, in which participants not only exchange (encode-decode) information, news, ideas and feelings but also create and share meaning”.<sup>1</sup> Communication, this word comes from a Latin word “commūnicāre”, which means to share or to create a common idea.

Encyclopedia Britannica defines communication as the exchange of meanings between individuals through a common system of symbols;

Oxford English Dictionary says communication is the activity or process of expressing ideas and feeling or of giving people information;

Communication is a process where people (communicator) sending stimulus in purpose to change or to make behavior of other people (Hovland, Janis & Kelley, 1953) ;

Communication is a process sending information, idea, emotion, ability, etc. by using symbols such as words, pictures, numbers, etc. (Berelson dan Sainer, 1964) But first of all it's a process of listening;

Communication basely is a process which explains who, says what, in which channel, to whom, with what effect. (Lasswell, 1960);

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<sup>1</sup> Business Dictionary, <http://www.businessdictionary.com/definition/communication.html>, 04/2015

Communication is a process which makes something which belongs to one person becomes belong to two persons or more. (Gode, 1959);

Communication is transfer of information from one person to another, whether or not it elicits confidence. But the information transferred must be understandable to the receiver. (G.G.Brown);

Communication is the intercourse by words, letters or messages. (Fred G. Meyer)

The modern definition of communication is the process of listening, and of the transmission and feedback of ideas and feelings among individuals, and among individuals and groups, in order to reach an agreement. Compares to the various definitions of communication, the process of communication is relatively similar and unified. The mainstream of this process was created by the famous scholar Stephen P. Robbins (1997):

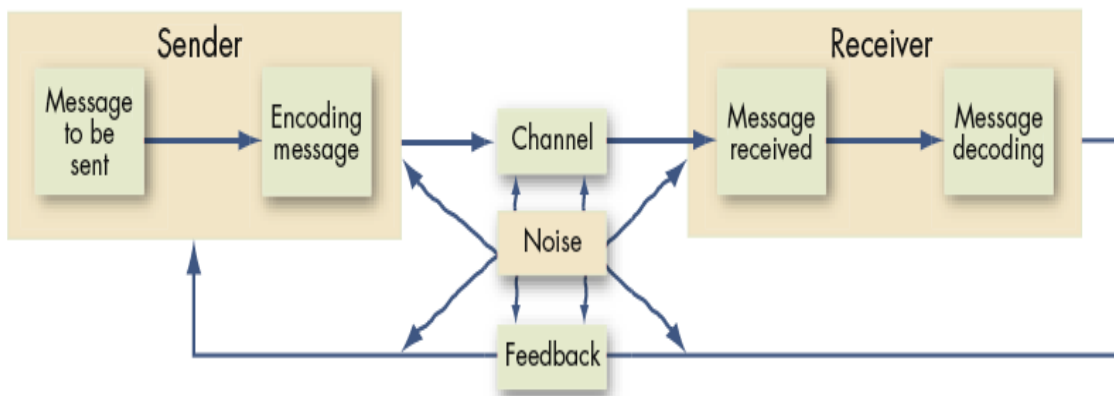


Figure 2-1

## 2) The definition of management communication

In the seventh decade of last century, western scholars divided the study of management communication from the study of human behavior in organization and the study of community psychology, then there appeared the definition of management communication. The management communication is the activities based on the enterprise's management, which

includes both company's internal communication and external communication. The enterprise's internal communication, also known as employee communication, includes the formal and informal communication between employees, managers and employees, or leader to leader, peer to peer. It is the most basic communication within the company that can facilitate and enhance connections and relationships, optimize efficiency, provide people they need to do their jobs effectively, give back leaders the feedback, etc. It can also help provide collaboration and productivity under one task that can ensure a good and collaborative atmosphere for employees to finish the work and achieve groundbreaking results.

The external communication mainly refers to the activities of communication taken place outside of the business. In a simple way, it is the transmission of information between a business and another person or entity in the company's external environment. While internal communication is for employees and internal management, external communication focuses on outside business and public. Public relations is one of the most important aspects of external communication, by using newsletters, website, storytelling to let public know and understand what company has done, is doing and will do. Then the rapid development of new technology has changed the face of external communication. Company has become more depend on internet to search new clients and business. Meanwhile, company uses various kinds of social media, for instance Facebook, Twitter, Instagram, etc., to update immediate information of new products and to get feedback from their clients on their services and products.

### 3) The definition of mechanism

The Merriam-Webster gives several definitions of mechanism, such as "A piece of machinery: a mechanical part or group of parts having a particular function"; "A process or system that is used to produce a particular result"; "A

way of acting, thinking, or behaving that helps or protects a person in a specified way". Nowadays, the word "mechanism" is widely used both in natural phenomenon and in social phenomenon. It indicates the regularities of the change of internal organization and execution, and it is the connection and glue of different parts within an organization. In all systems, mechanism has the most fundamental and basic function. A good mechanism can improve the adaptability of the whole system that when the external environment changes, mechanism can automatically adapt to it and find a resolution to cope with it, in order to keep the company running steadily.

In order to understand the definition of mechanism, the following two parts are important. First of all, the existence of various parts within an organization makes the mechanism meaningful. Because of this, it needs a mechanism to coordinate the connection of each part. Then a concrete operating mode is essential to deal with the relationships, which can make mechanism at its most effective.

### **2.1.2 The communication mechanism**

To create a good communication mechanism, we should consider carefully the following 4 points:

#### 1) A clear plan of the strategy of communication

To build a clear strategic plan of management communication for a company is the premise of the establishment of the mechanism of company's management communication. The strategic plan is divided in various layers that has both an overall strategic plan of management communication and partial plan, has long-term strategic plan of management communication and short-term one. Only in this way can ensure that the strategic plan has real effect on enterprise's management communication, not just a formality.

## 2) An easy and open atmosphere of communication

Having an open atmosphere of communication is an important premise of whether the mechanism of management communication can function well or no. Therefore, it is considered as one of the essential parts of the mechanism of management communication within an organization. The theory of Jack Gibb (Gibb, J.R., 2007) shows us that the supportive atmosphere is helpful to communicate, vice versa, the defensive atmosphere can reduce the effect of communication.

Under the defensive atmosphere, employees become timid and overcautious, they are afraid of expressing any opinions. But when they are under a supportive atmosphere, they become more eager to talk and communicate. But an excessive supportive and courageous atmosphere can increase the cost of supervision, even lead the internal management communication without control. Meanwhile an over defensive atmosphere can make employees feel uncomfortable and constrained, which is adverse to cultivate their loyalty to the company.

## 3) The network patterns of management communication

The communication can be categorized as formal and informal that is transmitted in five directions: upward, downward, lateral, diagonal and grapevine. But if we consider the communication as a pattern that connects senders and receivers, it's called communication networks. There are five common communication networks : Chain, Y, Wheel, Circle and All Channel. (Figure 2-2)

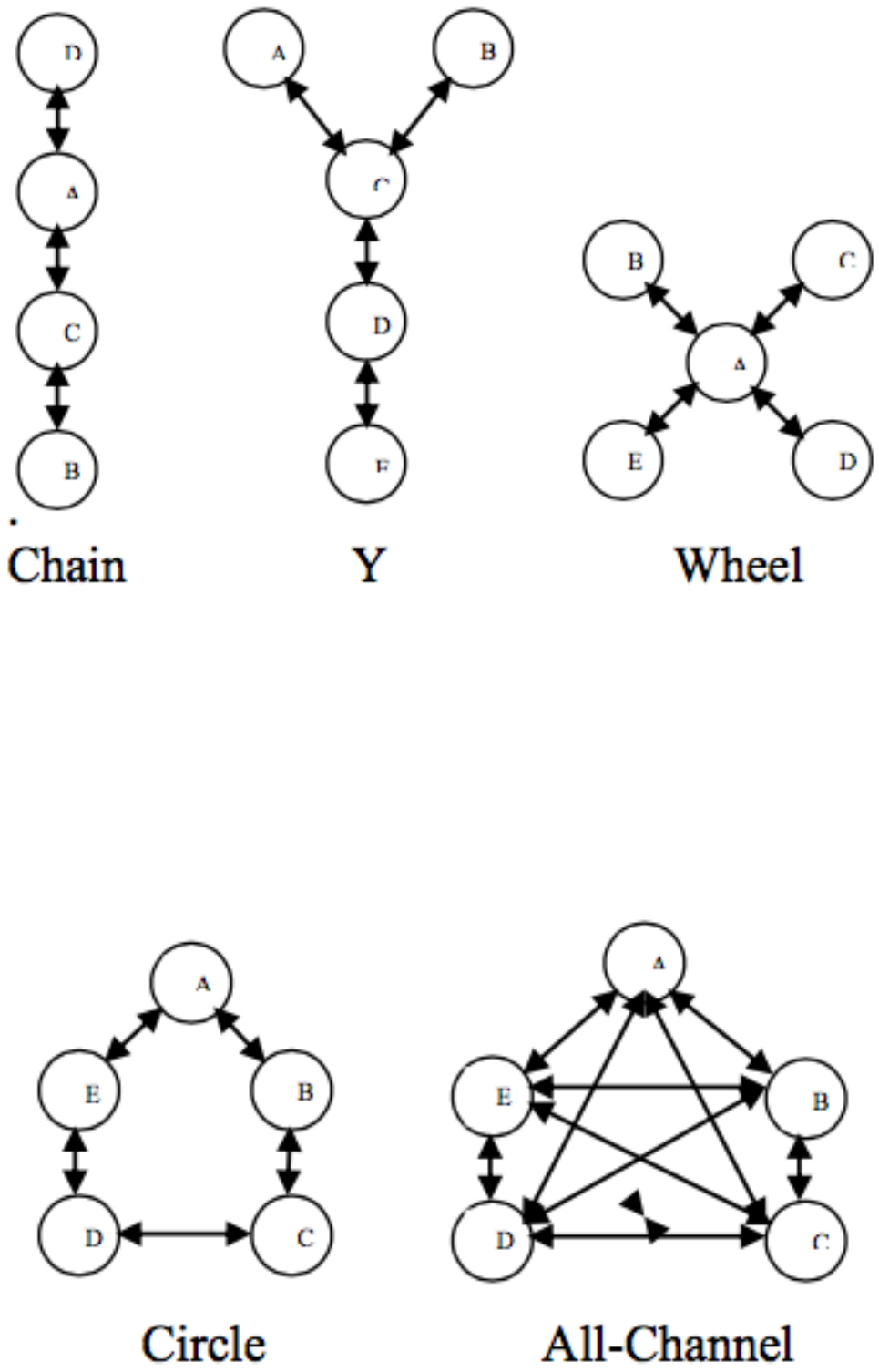


Figure 2-2

The wheel network is the most centralized structure where each member can only communicate with one other person and all the information is delivered and collected by the central person A. In this case, there has only one communication channel and employees can not fully express their opinions and feelings. But it's a good and effective way for decision-making.

The chain network ranks the next highest in centralization. Information can be only transmitted in between superior and subordinate, it can not bypass the immediate superior and go to a higher level. This network can cause distortion of the information after passing several levels.

The Y network in which all the information gather to one person and this person delivers them to others. For example, A and B can send information to C but they can not get any information from others, then C will send and receive messages from D and D to E has the same procedure as C to D. It's like the chain network, the information can get distorted and it is lack of efficiency. But it works for the situation where managers are very busy, they ask someone to collect information in order to save time and realize an overall organizational control.

The circle network is a horizontal and decentralized communication. The information is transmitted to its right and left. Everyone in this network is equal and has the same restrictions. But compares to the four channels of the aforementioned networks, the circle network is less restricted.

The all-channel network is an extension of the circle network where all members can communicate to each other and there has no restrictions nor a central position. Information can be freely and easily exchanged and delivered to each other.

#### 4) System of supervision and valuation



A mechanism of management communication without supervision can not work for long, and without any valuation of the work it can not improve and optimize itself. Therefore, the system of supervision and valuation is an indispensable part to ensure the mechanism of management communication running smoothly.

## **2.2 Modes of the internal management communication**

The internal management communication is generally considered as the communication among individuals within an organization. The internal management communication is actually an organization and is the core of interpersonal communication, within which the information is delivered on the basis of a certain direction and a set mode along a given path.

### **2.2.1 According to the information transmission direction**

There are four most important types of direction of communication, which are upward communication, downward communication, lateral/horizontal communication, diagonal/cross-wise communication.

#### **1) Upward communication**

Upward communication means that the information or messages flow from the bottom or down to the top level. Briefly speaking the information from the employees goes up to the leadership. This is one of the most important way for company's manager to follow and know the process of the work and what their subordinates' opinions are. They need to continually receive and hear the ideas and messages from the lower level, then according to which they make adaptations and decisions. There are various ways of upward communication, such as direct communication, direct letter, suggestion box, meetings and conferences, work report, etc.

Upward communication has both advantages and disadvantages. For the advantages, upward communication can ensure that company's high level personnel are constantly informed and updated by the opinions, policies and feeling of their employees, which can be shown in the following main aspects: Firstly, feedback. The feedback from the lower level can actively affect the improvement of the organizational development. Especially when the new policy comes out, the front line office employees will do the work every day and can examine directly the policy and tell the manager if it works or no. Secondly, mutual trust. It can bring employees and managers closer. But when it happens during the opinion and information exchange process, it needs mutual respect and trust. Because when the lower level provides information and expresses their feelings to the upper level, and the upper level fails to deal with it or does not care about it, it will damage the relationship.

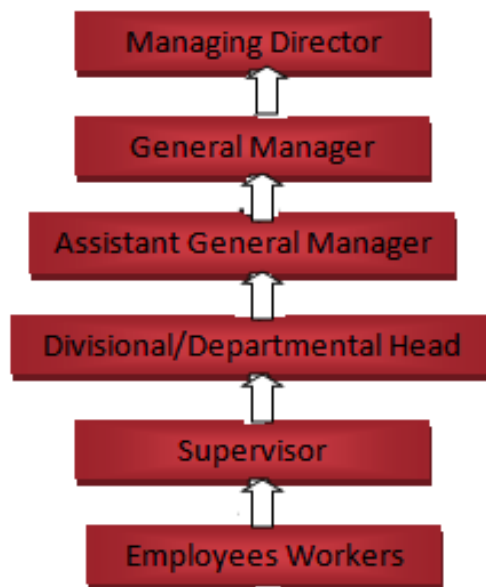


Figure 2-3 The flow of upward communication

## 2) Downward communication

Downward communication is the opposite direction of upward communication where the information and messages flow from the upper level to the lower level. In the real process of the internal management communication, downward communication always holds the dominant position (Liu XiaoPeng, 2011, The strategy to resolve the existing problems of enterprise's management communication). And to have an effective downward communication it needs the manager to have a good communication skill and know how to deal with the information and how to assign it appropriately and correctly to his employees, and at the same time he should be willing to communication with the lower level.

A part from the flow (the information of downward communication goes from the bottom to the top, vice versa for the upward communication), uses (downward communication is more used than upward communication and other ways), there are other differences between downward communication and upward communication. The purpose of downward communication is to give orders, instructions, policies, plans and goals, etc., but instead the purpose of the upward communication is to provide feedback and opinions. Then the role of upper level in downward communication is more directive instead of being more participative in the upward communication.

Downward communication has some limitations and drawbacks. Delay is one of the most common problems. It depends on the levels of organizational structure in the company and the personal ability of manager himself. The more the levels the greater the chances of delay. That's why a lot of companies promote a structure of free communication and less bureaucracy, which means manager can skip the levels and send the message directly to person concerned. Then another problem is filtering. Some managers do not trust their employees, so they try to withhold some information not delivering

them to the lower level, which makes the employees feel uncomfortable and untrusted. This may damage the mutual trust and respect relationship between managers and employees. The last one is distortion and loss of messages. When the messages are delivered from the high level to the lower one, it passes different levels and may get distorted and lost.

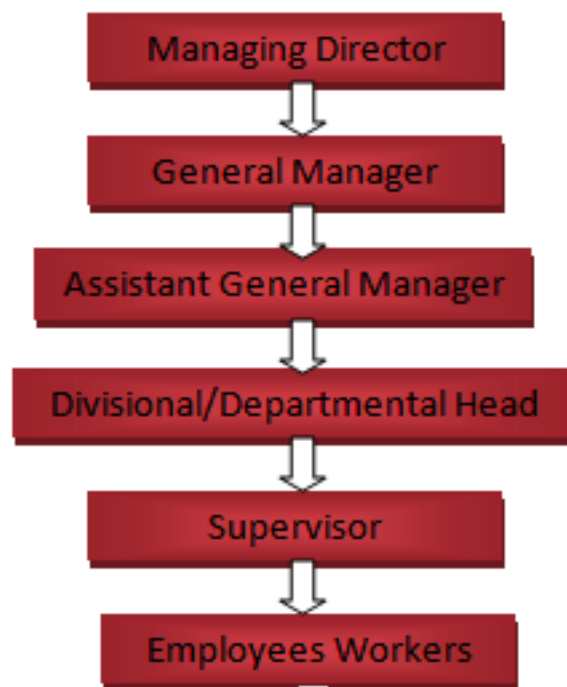


Figure 2-4 The flow of downward communication

### 3) Lateral communication

Lateral communication is also called horizontal communication. It is the communication taken place among different but at the same level departments, which means the communication does not happen within one department but in different departments at the same level. The new modern companies set up different departments, the cooperation among departments is frequent. Functional managers need to deal with a big amount of works of lateral communication, through their communication, are the key to realize company's goal and can present a good example of lateral communication.

Sometimes the lateral communication can be arisen during meeting and conferences, in which all members interact.

When the lateral communication does not function well, it will cause problems, such as conflicts between departments, which can extend to the employees working under the same executive and program.

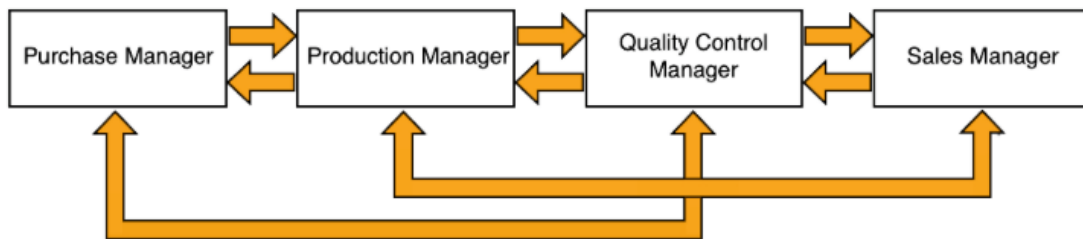


Figure 2-5 The flow of horizontal communication

#### 4) Diagonal/cross-wise communication

Diagonal communication takes place when different departments at different levels interact, which means people working at the same level interacting with those who work at a higher level or lower level within company.

The advantages of crosswise communication is notable. Firstly the cooperation in the whole company, which crosses the boundaries of the normal relationship. Then it can give the moral of employees a boost when company offers more opportunities for lower level employees to interact with the higher level ones. The crosswise communication goes on the different lines of organizational hierarchy, which includes downward and upward communication. So it has the advantages of both the upward communication and downward communication.

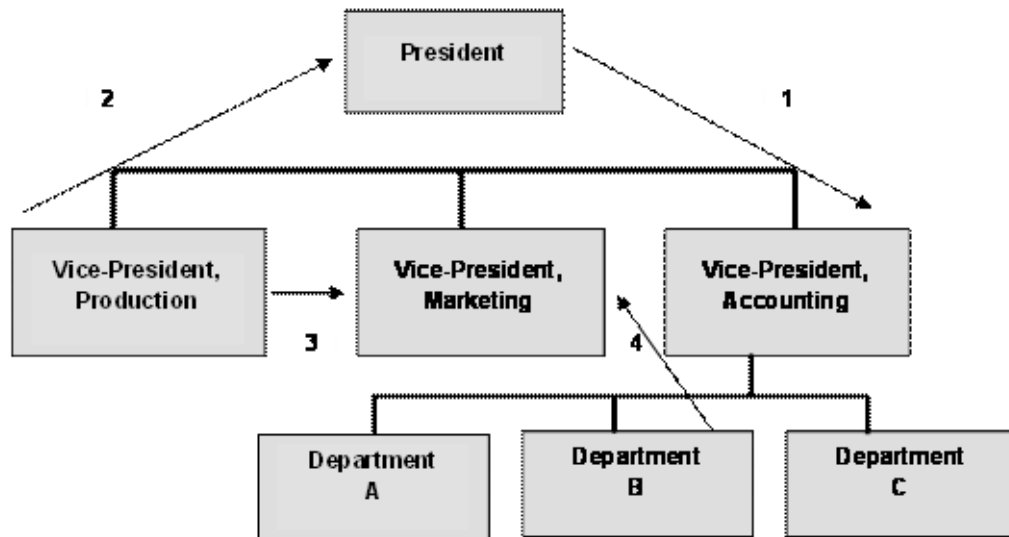


Figure 2-6 The flow of diagonal communication

### 2.2.2 According to the behavior modes

The internal management communication can be classified according to different behavior modes, it can be divided as following modes: conference communication, telephone communication, written communication, Internet communication and nonverbal communication.

#### 1) Conference communication

Conference is one of the most known communication modes. As one of the most used activity, it plays an important role in organizational communication. From the flow direction of the information, a conference can be solo the arrangement of work and the delivery of information from the top level to the lower level workers, or it can also be a group work and talk and decision-making process, but both of them need the participants to join in it. The following aspects can affect the result of the conference: Firstly, the unclear purpose of the conference. Before the conference, leadership should clear and define the purpose of the conference, which is the premise of a successful meeting. Only in this way will the communication be well-directed. Secondly, the lack of preparation. Whether the conference is efficient is

closely relates to the preparation. A good preparation can double the effect of communication. Vice versa it can block the communication and affect the conference. Then, the conference normally is tediously long. When a conference is too long, it will exhaust the employees and cause a resentful and negative atmosphere. Lastly, the compere of the conference is not able to properly deal with the conflicts and contradictions arisen during the conference.

## 2) Telephone communication

Time is precious. More and more businessmen have realized the importance of the efficiency of time. Under the fierce competition environment, business is now or never. So the telephone communication has gradually become an important mode of communication for the business activities. With the rapid development and revolution of the new technology, it facilities the telephone communication and therefore the new modes of telephone communication are widely spread, such as video call, instant call (designed by different application operators), multiparty call, etc. A rational use of telephone communication can largely cut down the cost of communication and save more time for the employees to deliver the information, therefore, to improve the effectiveness of the overall communication of the company.

## 3) Written communication

Written communication is another mostly used mode. It's considered as a formal way to cope with the problems that are relate to responsibilities and can ensure the effectiveness of communication and define the deputies and responsibilities of each part. Meanwhile, it can be easily saved as files and sometimes has the legal effect.

## 4) Internet communication

With the rapid development of the information technology in the past few decades, the normal and traditional modes of communication have been

changed and the new social networks, in this case we talk about the Internet communication, have been widely used. The rise of the internet has changed the way we work. For instance, MSN; QQ; Wechat; Skype; Whatsapp; Facetime; Facebook; Twitter, etc. are among the most used applications within companies. They are fast and easy, and can let employees to get the information immediately. Developing and using social networks can add values to business. Compares to the past, now people can easily access to the Internet and use different social networks to chat to communication, to share ideas, to discuss their works and foster relationships, etc. instead of setting up a time and a place to meet, which reduce a large amount of time and cost. We no longer need to work at offices in order to be in touch with others, and thanks to the technology, we can do whenever and wherever we want to. The Internet is changing the way we communicate for better.

#### 5) Nonverbal communication

Nonverbal communication is a complex yet integral part of overall communication skills. It includes body movements, posture, eye contact, para-language, closeness or personal space, facial expressions and physiological changes, etc. Sometimes non-verbal communication can be more useful than the spoken (verbal) communication that can give additional information and clues to the receivers. So this can teach the leadership to use both verbal and nonverbal communication in order to maximize the effect of internal communication. But nonverbal communication is more emotional than the verbal one that people who are using it have less conscious to control over their nonverbal communication. This can also cause problem that when manager wants to say something, probably his verbal communication and nonverbal communication do not match, and finally cause confusion and untruthfulness.



### **2.2.3 According to the channels of communication**

#### **1) Formal communication**

Formal communication takes place through the channels that are all set and pre-defined. The flow of information or the interchange of information follow the given directions and is delivered to the given receivers. It's also called as official communication that is more reliable and the full information can be maintained. But it transmits slowly than the speed of informal communication and during the delivery of information, there might cause the distortion due to the long process of communication. There are four types of formal communication as we have already talked above on the 2.2.1 According to the information transmission direction, which are upward communication, downward communication, lateral or horizontal communication and crosswise or diagonal communication.

#### **2) Informal communication**

Informal communication is not based upon any types of pre-defined channels of the delivery of information. Compares to the formal communication, informal communication has few limitations of following the flow of communication, it can move freely in any directions and the transmission of information is quick and rapid. A part from this, it's very efficient in time saving and cost saving because employees can easily and quickly discuss the work with whoever they need to reach to. The informal communication, by contrast, is less reliable and can cause rumors within the organization, and sometimes the information will be spread without control, the secret can not be kept.

There are also four types of informal communication:

- a) Single strand chain: One person tells the information to another who keeps passing the information to other people, and the process goes on;
- b) Cluster chain: One person chooses one of his most trustful people and passes the information to him who again does the same procedure that

chooses his trustworthy friend to pass on the information;

- c) Probability chain: One person passes on the information to some random person which is of little interest but not important;
- d) Gossip chain: One person tells the information to a group of people who continue to pass it to others until the information is passed to everyone.

### **2.3 Function of the internal management communication**

In many famous companies, because they correctly used communicative mechanism in order to maximize the effectiveness of communication, it led to a success on company's management level and made some famous masters of management, such as the ex CEO Jack Welch of GE (General Electric) Company, he was famous of his excellent communication skill, by which he optimized GE company's internal management communication. By continuously cheering up employees' enthusiasm on their work, he finally successfully made the GE a top company in the world. The responsible of aviation monitor of GE, W James McNerney, once highly praised Jack Welch: He is always enthusiastic about communication, he can spread his passion to everyone in the company and keep them moving on. Even Jack Welch himself once said :” I am not smarter than anyone else, but I can use the right communication to make my 27,000 employees think that I am smarter than most of them.” Through his communication, Welch spread his own passion and enthusiasm, gave compliments to his employees, used proper communication to create GE's splendid achievements. As we all know, GE has a large scale of business and a big amount of employees, as the ex CEO, Welch always went on business trips to Beijing, Frankfurt, Paris, etc., in order to talk personally with employees and get to know their situations and opinions, then finally solve them. Welch is one of the best examples of the function of management communication. All of his success thank to his

comprehensive knowledge of internal management communication and his continuous actions.

So what are the functions of a good internal management communication?

1) A good internal management communication can make an easy and harmonious atmosphere within the company.

In any organization, people use different communicative ways to talk, to exchange ideas and to express their feelings. To build a good internal management communication system can improve the ways of communication, which will improve at the same time the effectiveness and the cooperation among departments and employees. The good internal management communication requires an unanimous acceptance of all employees and their positive initiative of communicating and support.

2) A good internal management communication can enhance the emotional bond between leadership and employees, and among employees.

This is a very important point of view for enterprise's culture, which requires the internal organization to cooperate and to go together through thick and thin. Because only in this way can strengthen company's internal management communication and enhance its cohesive force. Through the communication, employees and leadership can get to know each other, and learn to respect each other, and can be frank to express their feelings and talk about the problems, which can finally enhance the employees' confidence in their company. All above that we've talked about has a formative and imperceptibly influence on interexchange between leadership and employees, which lifts leaders' popularity and reputation, at the same time, improve employees' initiative and effectiveness on their work.

3) A good and comprehensive internal management communication mechanism can improve employees' initiative.

In order to make employees get more satisfaction from their jobs, it needs to be on the spirit level, which are the sense of accomplishment, the sense of honor, the sense of participation, the sense of belongingness, etc. There are some zero-cost ways to motivate employees on the spirit level:

Leaders to employees:

- a) Sincerely to say to his employee: Thank you for all the troubles you've taken;
- b) Heartily to say to his employee: Good job! (or well done);
- c) A light of approve comes from leaders' eyes;
- d) A sincere praise on employee's accomplishment;
- e) A Thank-you letter;
- f) A simple greeting message;
- g) An immediate respond to employee's question;
- 4) A good internal management communication can be used for patching up differences and barriers within company.

It is an effective way to dissolve the differences and contradictions between individuals and departments, in order to improve the mutual understanding and to show more respects to others, finally can reach an agreement, and to reduce the difficulties of development and transformation and can eventually make concerted efforts to company's future development. During the management transformation, leaders should be capable of and be good at using communication skill. When it runs up against a stone wall, they need to use various communication skills to solve the problems and finally transform the negative to the positive.

## **2.4 Effective methods to improve internal management communication**

The internal management communication can be improved by following ways:

- 1) The principle of delivering immediate and accurate information. The information need to be transmitted fast and immediate, if it was delivered slowly, it would reduce or even lose the meaning of this piece of information that could lead to a failure to the company. The accuracy is about the quality of the information, which means to eliminate the rumors and disturbances during the transmission of the information in order to ensure the authenticity of the information.
- 2) Classify the information for different targets. Not all the information is useful for everyone. Company should be clear about the purpose of the information. So it needs to analyze the receivers in order to know what kind of information they need and is useful for them, how can this information help them, what the purpose of getting this information is and ensure the accuracy and authenticity of the information. Then according to the analysis, company can take an appropriate and effective action of internal management communication. During the delivery of the information, company should know the range of application of the information.
- 3) Control the quantity of delivering information. Different employees have different roles in their department, they are in charge of different works. Some of the work information are classified to few people. So managers should know well what their subordinates' duties are and do not arrange the work and information that is out of their responsibilities and abilities, meanwhile, do not give too much information at one time.
- 4) The principle of the combination of formal and informal communication. Talking about the downward communication, some managers always insist to send the information directly to one department and constantly follow the process in order to get the feedback back immediately. Sometimes

managers should learn to use the informal communication, which at some points can archive more than what the formal communication can do.

- 5) All the information needs feedback. Communication is a mutual way of delivering and receiving information. Without the feedback of the information, communication loses its meaning and function. Feedback is one of the essential parts of the information, it's the advice, criticism or information about how good or bad the work is, which means both of the positive and negative feedback are important for the company on their work. Meanwhile, it can even enhance the communication between senders and receivers and motivate the initiative of employees to participate in company's management.
- 6) Communication is an art. A clear view and purpose, and an appropriate way to deliver the information are the keys to communication. Before the exchange of information, senders should consider precisely what the main point and purpose he wants to express. And during the communication it needs to use the languages and the gestures that all parts (senders and receivers) understand. Meanwhile it should pay attention to their expressions and tones, which means in order to let the receivers understand the information, senders need to not only accurate the phrasing but their tones on an emotional level. Senders should give an appropriate explanation of the context, evidence and reason of the delivering information, and must comprehensively understand the source of the information. Only in this way will it maximize the effectiveness of communication.

Communication is an art of listen. As a leader, when he communicates with his subordinates, he should be good at listening, and actively wants to listen. Not only he needs to listen to what his employees say, furthermore he should understand what they want. Therefore, the leader should not be absent-minded and need to pay attention when he is

listening. Secondly, he should not randomly interrupt or have prejudice or eagerly want to comment and so on. Either of the above ways will stop the communication.

Communication is an art of speak. To communicate with people and to express clearly your opinion, you need to listen and to know how to speak. When you speak, you need to use easy and clear phrases and sentences to express yourself, and a mild and indirect tone.

- 7) An effective communication is continuous. Communication requires a continuous timing, content and model. To achieve an effective communication between senders and receivers, they must consider the inter-timing and the background of each other, meanwhile, they should use a model of communication that both of the parts are familiar with, in order to quickly understand the content of communication.
- 8) The application of modern theory of communication. The rapid and revolutionary development of the Internet technology brought an incomparable motivation and support to modern communication. At the same time, it gave a qualitative leap in the development of modern communication. As a tool, Internet largely facilities management and communication and save large amount of money and time. Meanwhile, the skill and methods of communication are very important. They are not temporary but an organizational mechanism. So as the leadership of a company, he needs to aim at company's character and its needs of economic development to finally correct and add new additional remarks on the original communication system.

## **2.5 Factors that affect the internal management communication**

In the real practice of management communication, the enterprise's culture is one of the most important factors that affects the internal management communication. Every company has its own particular culture that influences the communication methods among employees, and its material level, for example technology can influence the effect of communication, then its spiritual level influences the communication methods and effect. Only having a well-designed management communication network can let the company execute a better and faster communication mechanism.

Secondly, a good and firm leadership style is another principle. Especially for the downward communication, a good leadership style plays a very important role. Because it can maximize the effect of communication, it not only delivers the information but the passion. Some leaders are autocratic and despotic, they want to keep all the power in their hand and never delegate power to the lower level. The dictatorship appears in different aspects, such as the leadership make their own decision, they rarely hear the voice of lower level, no democracy in the company etc. And all of them will harm the development of the company. The dictatorship normally happens in the old traditional government-controlled Chinese companies. There are other companies where the leadership does not interfere their employees, they give much freedom to them. Somehow they actively promote communication, but they are lack of scientifically management and guild, let their employees do whatever they want, and finally it leads to the confusion of upward and downward communication and reduce the effectiveness of communication.

Lastly, the hierocracy of communication mechanism should be flattened down. More levels can make the information distort and cause the misunderstanding during the delivery of the information.



### **3. The internal management communication: the case study**

#### **3.1 Introduction of the company**

LeChong Technology Company is founded on 3<sup>rd</sup> Jan 2008 in Beijing. The company owns four subsidiary companies: Beijing LeChong Technology Company, ShangHai LeChong Pet Product Company, Beijing Five Millennium Technology Company and Beijing YiShangYueChong Pet Product Company. This paper mainly focuses on Beijing LeChong Technology Company.

Beijing LeChong Technology Company's business scope is very wide: from pet's products (food, clothes, etc.) to pet's hospital, from the exhibitions of pet's product to the competition of pet's beauty, from the consultancy of the information of pet to the pet's beauty center, etc.

#### **3.2 Customized-based questionnaire**

This questionnaire is particularly made for LeChong company, after the writer studied and read various documents and had face-to-face interviews with employees. As this questionnaire is not obliged for employees and it is anonymous, Human Resource Department helped send this questionnaire via company's e-mail platform, and within a week there had 51 people completed and returned the questionnaire, in which the major are employees of grass root that account for 41.18%, then 29.41% is team leader and higher level managers takes up only 7.84% (Figure 3-1)

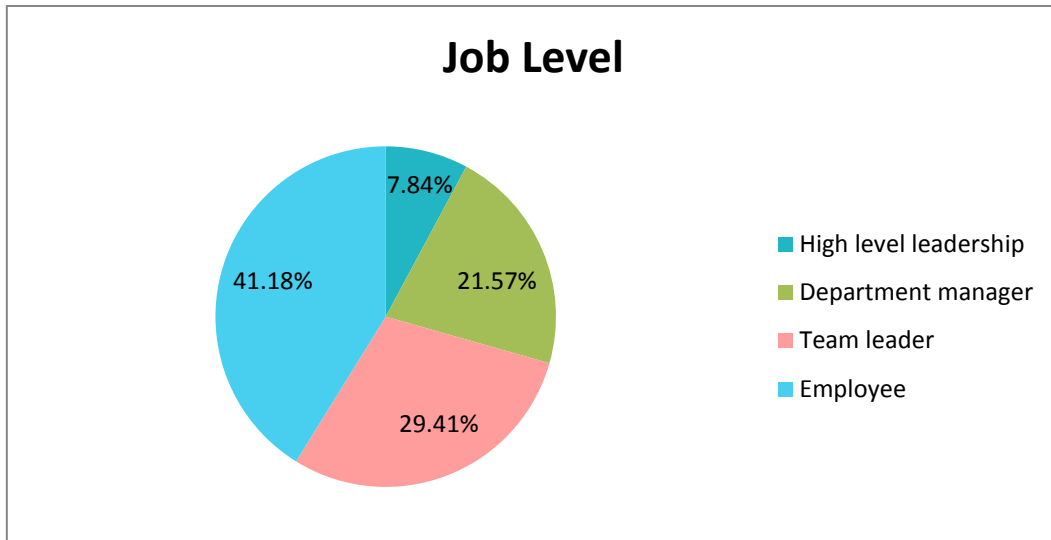


Figure 3-1

And the questionnaire covers all departments but the distribution department, from which the marketing department and the customer service center rank both top one in the figure that taking up 15.69%. (Figure 3-2)

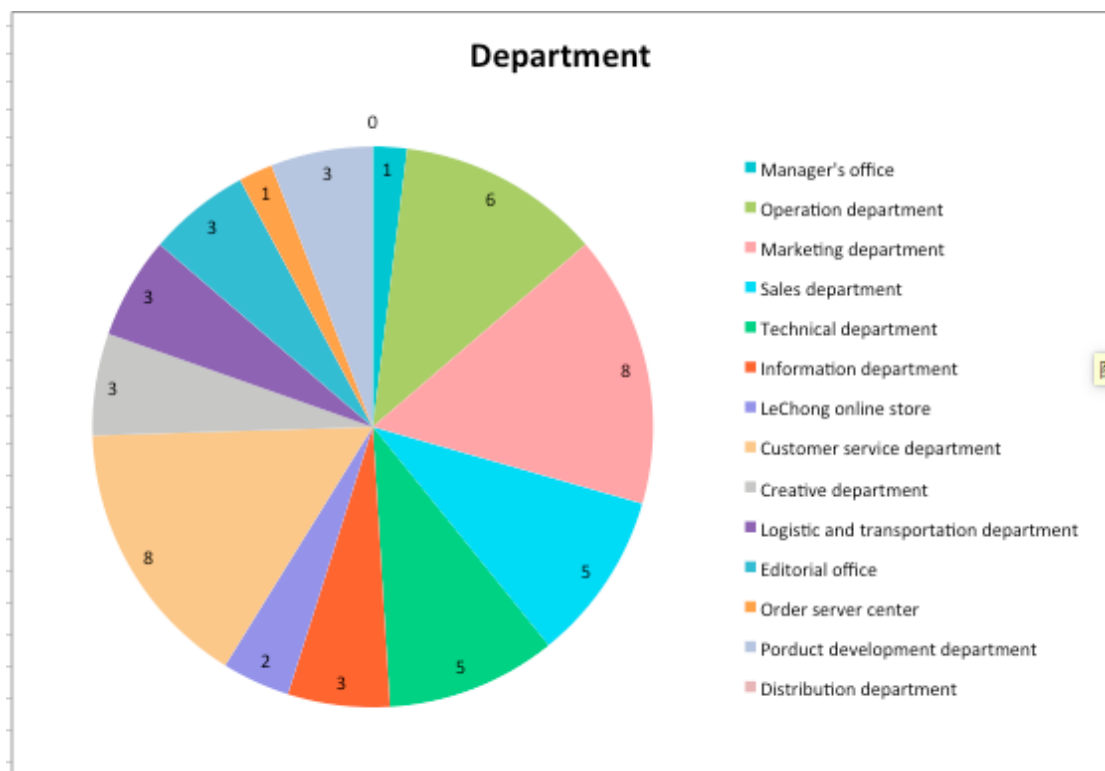


Figure 3-2

The process of this research, as we can see from the figure 3-3 blow, shows how this paper was organized. And thanks to the help of Human Resources Department, the writer could quickly get all data back and start analyzing it and finally sum up the problems of internal management communication then find out an appropriate system and useful solutions.

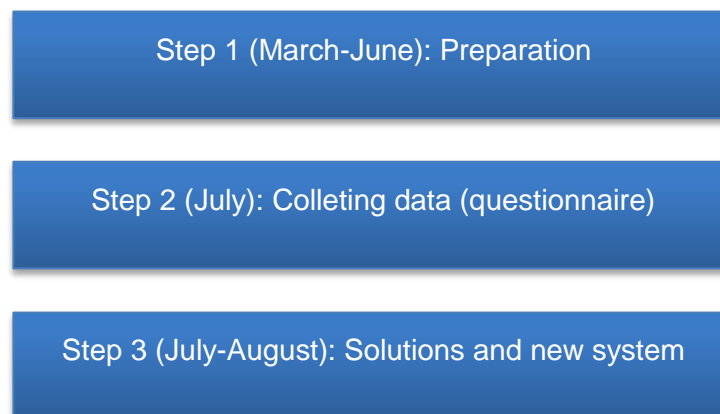


Figure 3-3

### 3.3 Questionnaire results

#### 1) Company's strategic aspect.

From the result of the questionnaire, the answer is relatively positive on company's explicit development strategy. Almost half of them think it has a clear strategy. But still, over 33% of the them consider the strategy is just ambiguous, even more, up to almost 4% don't think the company has any strategy. But 72.5% positively think that it is necessary to let all employees fully know and understand the company's strategy. Two of the biggest advantages for the employees are that company has strong assets size and guaranteed credit, and employees are optimistic. Meanwhile the lack of explicit strategic plan, the weak adaptability to the market and the need to

improve its management have become the main problems. Considering the current situation of LeChong company, less than half of the employees has strong confidence in its future development.

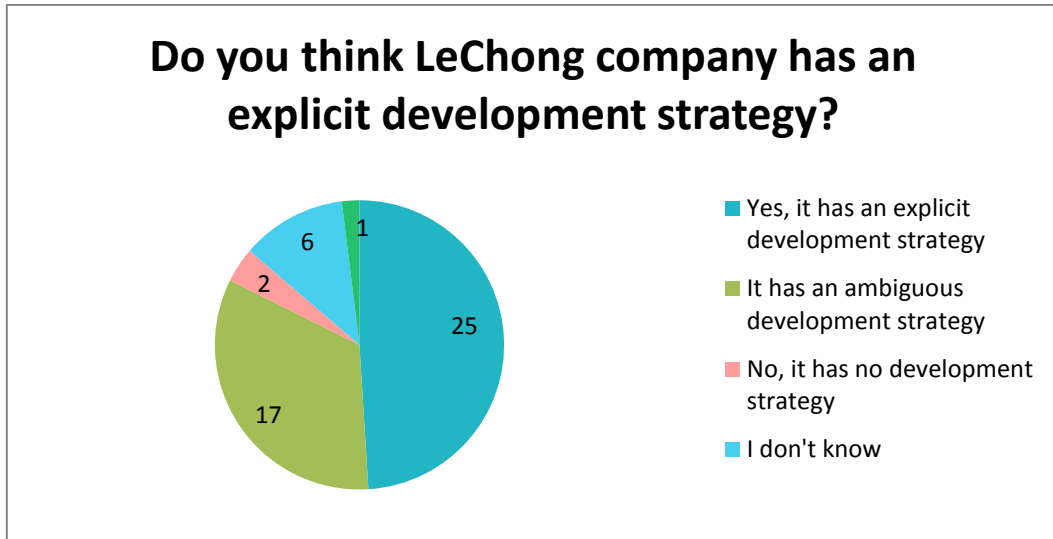


Figure 3-4

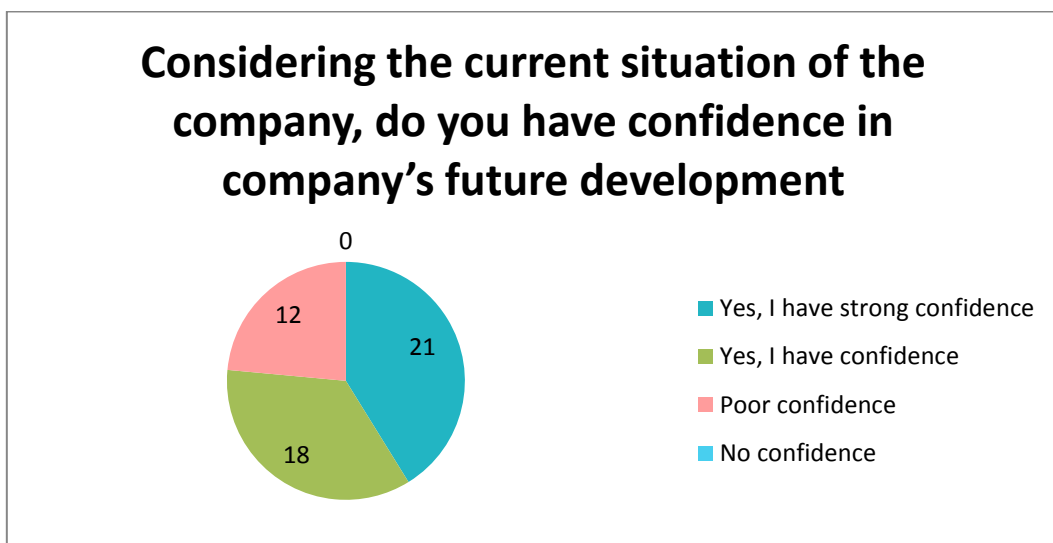


Figure 3-5

Actually company does have its clear strategies, but it is spread mostly among high level managers, not particularly or specifically transmitted to the lower level worker and ask them to learn company's strategies. It's normally only written on company's annual report and not transmitted in any other

ways of both formal and informal communication. From this point of view, LeChong company should learn to use different communication modes to keep employees constantly informed, only in this way can employees gain more confidence in company's future development.

## 2) Internal organization and business process

Almost half of employees consider company's overall organizational efficiency is relatively good, but meanwhile those who think it is poor still takes up 27%. And another good point of view is that over 60% of employees think the back-office can efficiently provide services to the front office, which can give a hint that the internal connection and communication function well at this point. For the small part of those who think there has a problem of employers not recognizing employees' capabilities and not placing them in appropriate positions in the company, it mostly exists in operation department and customer service department.

Over half of the employees believe that the function of different departments and the description of the department's responsibility are quite clear, but still need more clarification. Only 24% of the employees think the cooperation among departments is smooth, at the same time, slightly over half of them think supervisors avoid of taking responsibility for assisting employees with job related problems, which are mostly caused by the unclearness of departmental job responsibilities and the weakness of employees' initiative. Meanwhile sometimes it happens when employees turn to his superior for help, his superior always tells him to wait before he turns to his superior to get the answer, and multiple tasks assigned by different superiors always takes place within company as well. Half of the employees think that company's management regulation is quite comprehensive and parts of them can be

carried out, and they believe they approximately know their department's goal and plan.

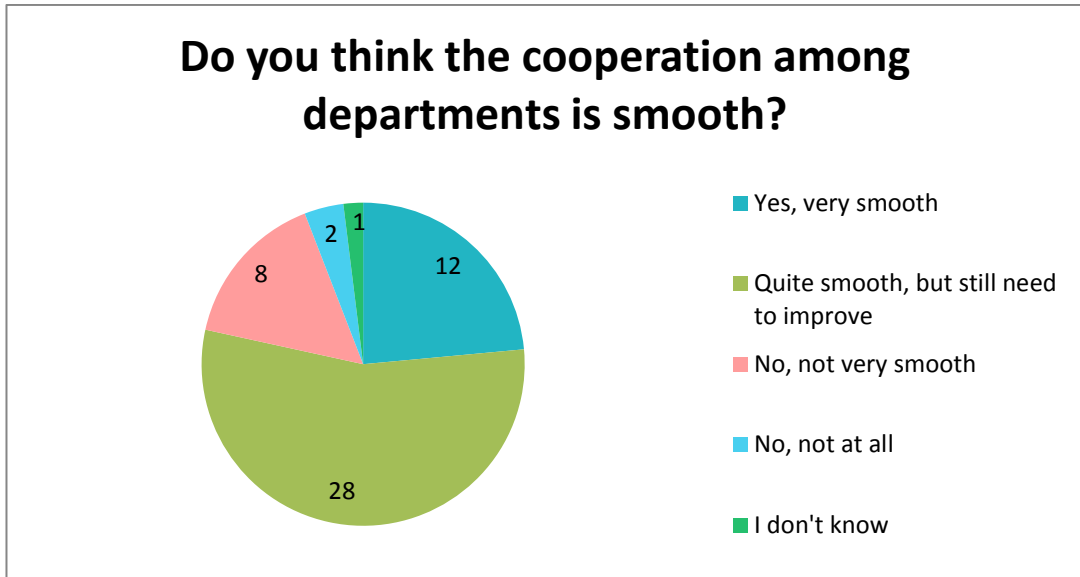


Figure 3-6

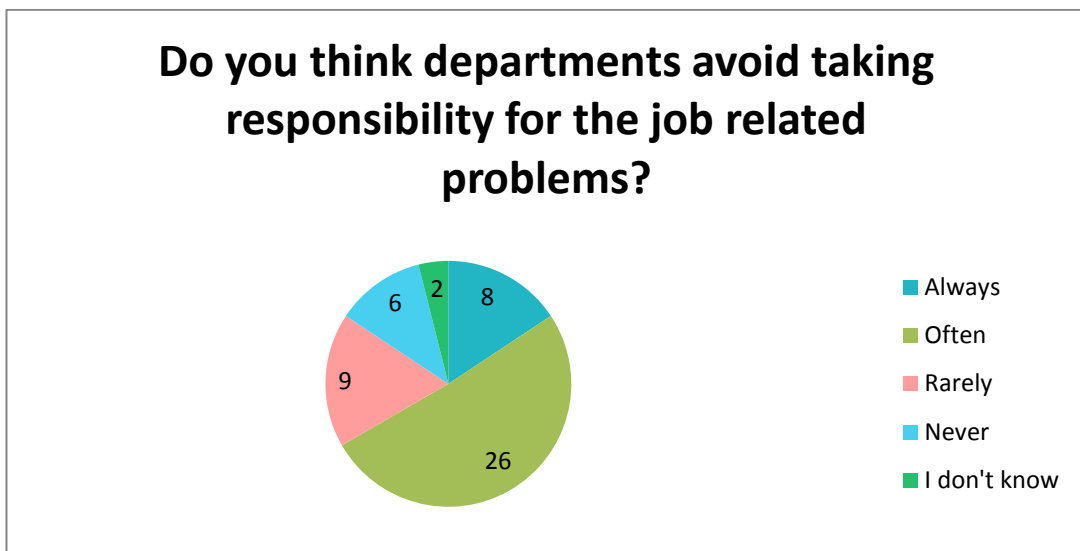


Figure 3-7

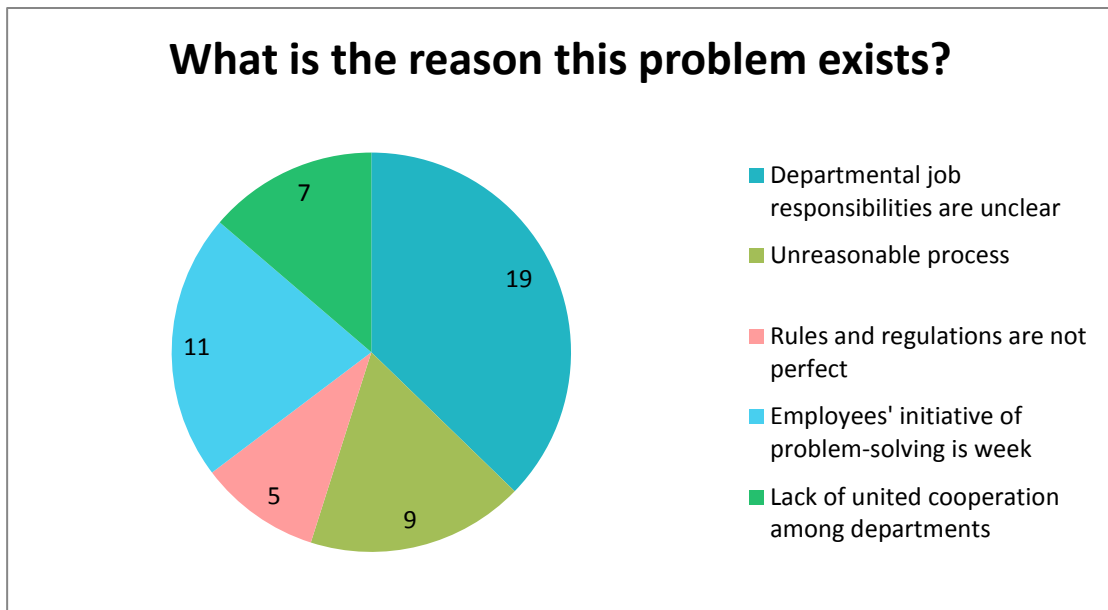


Figure 3-8

From these 3 figures above, it's easily to be noticed that there still exists the problem of communication within one department or among different departments. There are 55% of the employees think that the communication is quite smooth, but it still needs to be improved, and a bigger concern is that 16 % of them believe the communication is not effective or smooth. The combined proportion that refers to the departments always or often avoiding of taking responsibility for the job related problems accounts to 67% in total, and the unclearness of departmental job responsibilities ranks the first among the 5 main reasons, which are unreasonable process, rules and regulations are not perfect, employees' initiative of problem-solving is weak and the lack of united cooperation among departments.

To solve these problems, not only should company improve its work process and clarify different departments' responsibilities, it should use more various modes of communication to enhance the internal communication in order to strengthen the cooperation among departments and the initiative of employees.

### 3) Job

Over 50% of the employees think that they are allowed to make decisions on their own without having to consult their supervisor, the independence to make their own decisions allows them to do their job well and their job responsibilities are all believed to be relatively clear. But sometimes when they need to work on some issues with other departments, most of them are lack of the decision-making power, which requires them to consult first their own department supervisor or the supervisor of the different department even if they don't know the answer, instead of going directly to the appropriate person who can help with the problem. The bureaucracy is very heavy that blocks the smooth and free communication among individuals through different departments, largely increases the time-consuming on one issue and reduces the effectiveness within the organization. Figure 3-9.

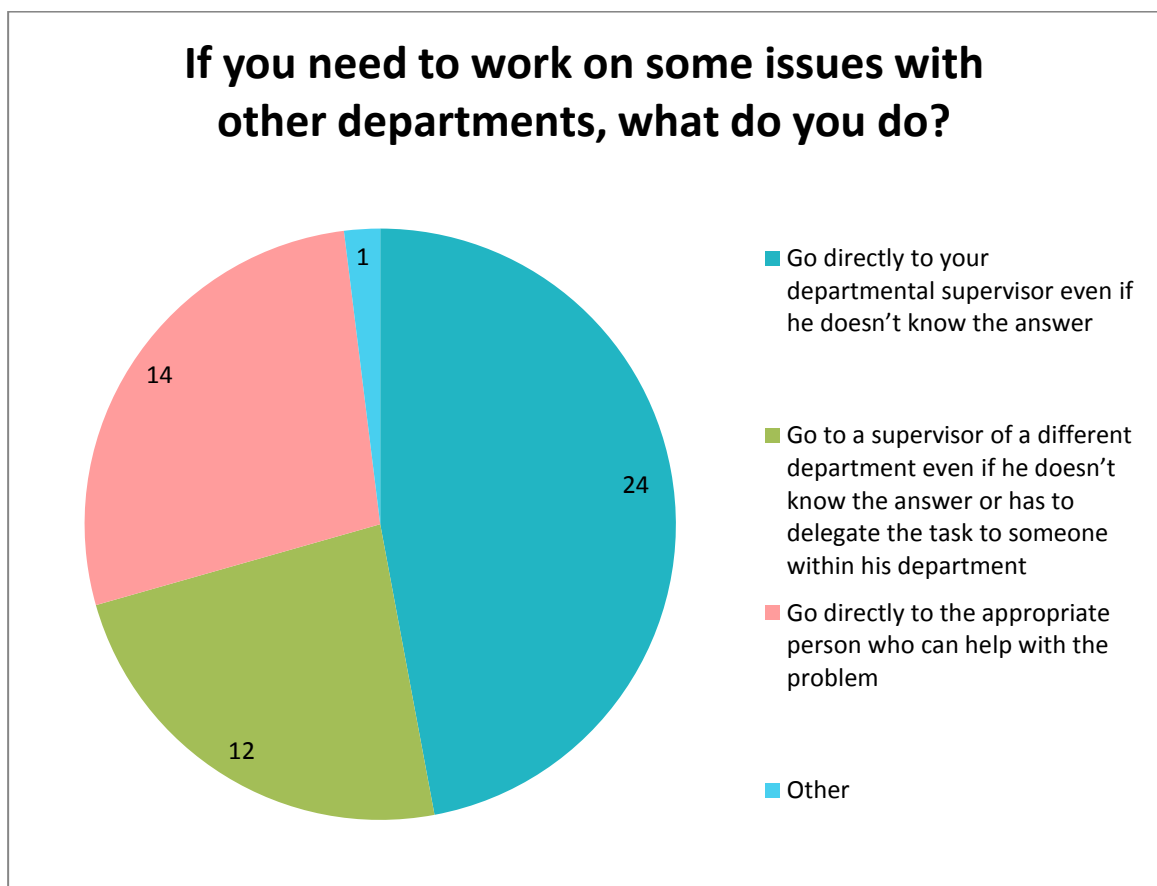


Figure 3-9



The regular written reports ranks the top as the main mode for superior to examine the work. And most of work assigned by their own superior is in their job duty and is decided after the discussion with their superior. At the same time, more than 60% of the employees likes their current job and is confident and is able to do it well.

#### 4) Salary and performance

(Because of the regulations of LeChong company, most of the questions on salary are not allowed to ask or show in the questionnaire).

Over half of the employees think the levels in the department are quite reasonable and the job value can correspond to the job level. The answer of the necessity of the examination of work performance is very positive taking up to 88%, within which over half of them think the results of work performance examination are used for salary and promotion. But the valuation of the examination among employees is not very good, as we can see from the figure 3-10 blow:

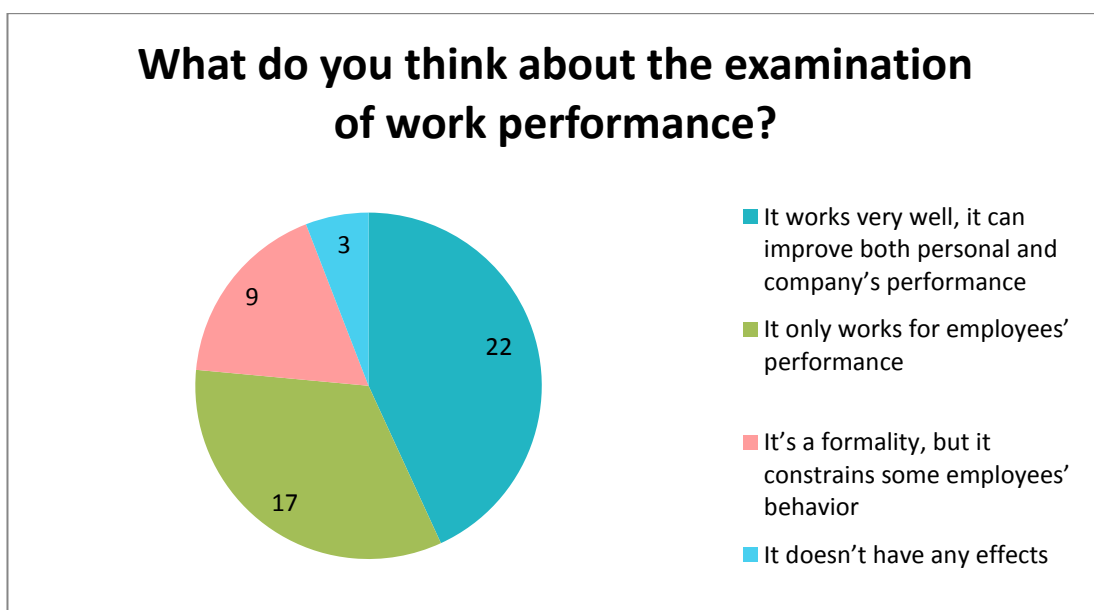


Figure 3-10

#### 5) Training and employees' development

The main reason to begin working at LeChong company is because it's a stable job. And to raise salary and to improve welfare rank the highest to improve employees' initiative and creativity. The reason for those who got promotion mostly is because he perfectly finished his job. All of the employees had trainings since they have been working in the company, among which the recruitment training accounts for 71%. Skill training and management training are the most wanted trainings for employees, and they believe the training can meet the need of their current job and can help them to get a promotion. The frequency of getting a training varies from different departments, mostly receive once a year but for some departments can be up to once very quarter of a year.

#### 6) Energy conservation

This part of the questionnaire consists of 10 general questions on LeChong company's energy conservation. And the results on energy-saving issues are mostly negative or lack of knowledge.

None of the employees who completed this questionnaire thinks LeChong has a comprehensive system or a clear goal on energy conservation, furthermore, whether the company has a specific department or assigned a special personnel to manage company's energy saving issue or whether LeChong can carry out any actions of energy conservation following the law are all unknown among the employees. But some of the employees do think that company's take some actions at work, such as use low energy light bulbs, turn off appliances, reduce paper wastage, etc. And almost all of the employees said the lights are always on, the hear during the winter and air conditioner during the summer are always on as well. There are only 27% of

them used to switch off the heater or AC unit in order to save the energy and over 3/4 turns off their light and other devices at the end of the work.

### **3.4 Conclusion of the problems of LeChong company's internal management communication**

If you want to solve the problems, first of all you need to find them, then you will be able to analyze them and take the right and effective actions. This chapter focuses on the conclusion of the problems of LeChong company's internal management communication, based on the fundamental analysis of its internal management communication system. The problems will be explained in 5 aspects, which are company's goal, environment, supervision system and channel and energy conservation.

#### 1. Lack of effective communicative channel

##### 1) Barrier of communication between leadership and employees

The lack of communication on company's strategic goal and decision-making part between leaders and employees. There are three following reasons:

First of all, company's managers rarely pay attention on the function of management communication in the real management work. Managers basically do not know and do not care for employees' interests, meanwhile employees are not willing to communicate with their supervisors, only when their interests are extremely damaged.

Secondly, company's important decisions are always made by few high level leaders. Those decisions are transmitted to lower level employees without any explanations, which normally can cause confusion and indifference among them, because sometimes the information is ambiguous and employees are not able to fully understand what it is or how to deal with it. So in the end they will only follow and carry out the new decision passively and negatively.

Thirdly, the modification of company's regulation, new employment recruitment, promotions, etc. these kind of big issues are only published through notification, which means employees can only get the information from the simply notification instead of receiving it from a more effective communication.

Lastly leaders do not care for the feedback of employees. Information can not go back to the sender smoothly.

## 2) Lack of interdepartmental communication

The interdepartmental conflicts are normally caused by the lack of communication. The unclear description of department's responsibilities and overlapped work among different departments are two other main reasons, which can lead to a low efficiency and conflicts. Many simple works are postponed because of that and finally the problems can not be resolved.

Secondly, every department only focusing on its own interests and not sharing its profit and interests with other departments block the interdepartmental communication. This, at the same time, causes the lack of smooth channels of communication and the lack of effective modes of communication . Furthermore, it could happen that some departments set up and trap other departments in order to clear the barriers of other competitive departments, to get their work done and protect their own interests.

Lastly, company's internal structure is complicated, most of the work within company is finished in cooperation with different departments. But most of the employees have to ask their superior first and wait until their superior talk to the superior of the cooperative department before executing. This complicated process causes ineffectiveness and time-consuming.

## 2. Lack of enterprise's communicative culture

Currently there has a weak atmosphere of communicative culture, most of the employees are not willing to express their own opinion against the managers'. Or sometimes employees choose to stay silent and uncommunicative, or to affiliate themselves with their superiors, slowly they become used to it and more and more frequently they hide their opinions that are useful but probably can harm to company's communicative culture.

Now company's internal management communication is lack of a straight-out communicative culture:

First of all, the company's communication is very negative and passive, employees feel insecure to communicate and there does not have a proper mechanism to protect them to express their opinions. Most of the employees prefer not expressing their ideas and following the wrong instructions to do their work.

Secondly, according to the traditional Chinese company's internal management communication mechanism, "Guan Ben Wei" still stays as the dominant position, which means only leadership can control and give order. The lack of bilateral communication makes employees do what are told and they never ask or express their feeling, which largely reduce the effectiveness.

Then company usually does not give employees trainings on the improvement of communication skill. A lot of employees actually are eager to learn and use an effective communication during the communication, but the lack of knowledge and correct skill makes them unable to do it, then they finally will give up on it.

## 3. Lack of the supervision mechanism

There are three problems of communication:

One is the unique mode of communication, which basically is Top to Bottom communication. The opposite way (Bottom to Top) rarely exists in company and the interdepartmental communication is weak as well. All of these make company low effective.

Another one is the wrong communication, because of the failure of the normal communicative channel, employees use wrong way to communicate.

Last one is the informal communication dominates, rumors bubble and burst, which makes very difficult on company's management and causes negative influence.

A comprehensive supervision mechanism can avoid the above problems.

#### 4. Lack of a proper strategy of management communication

Strategic plan is the beacon for a company, it can lead the company continuously following the given way to achieve its strategic goal. Strategic plan also works the same for company's management communication.

Leadership should think the overall picture before making any decisions and finally make a management communication plan and execute it.

LeChong company is lack of a proper management communication plan, important decisions are made by few high-level leaders, and most of them are hasty decisions and are told ambiguously to their employees, which makes them negatively execute the tasks without being comprehensively informed. And finally they will only finish the task carelessly.

#### 5. Lack of the sense of energy conservation

The energy conservation in the work place has become more and more important because of the increasing cost of energy and the rigid restrictions of government. From the result of the questionnaire, it's easily to be seen that LeChong company has no plan on conserving energy. Using low energy light

bulbs and reducing the paper wastage are only a small part of energy conservation.

First of all, company should make an appropriate goal under the current restrictions of the law. Stick to the given goal, company can use various ways to reduce the consumption of energy. For instance, computer, monitors, light and AC unit consumes most of the electricity. Company should give a clear indication to employees to switch off all kinds of appliances when they are not used. Other appliances, such as copy machines, scanners, should be set at sleep mode during times of inactivity and shut off at the end of the day. Meanwhile company should keep learning the latest documents from local government and make known to lower level workers.

To enhance the sense of energy conservation is a way to save both energy and money, and can improve the effectiveness in the work place.

## **4. The development of the solutions and their implementation**

### **4.1 The necessity for solutions**

Every company consists of various functional departments and individuals with different characters, sometimes they can not agree on each other. Only by having an effective internal communication can realize the mutual understanding and the cooperation among departments, individuals, and department and individuals. It can be easily said that communication is the basis of management within a company, any part of the work can not function well without a proper communication. Internal communication is like human nervous system, which keeps the information spreading and exchanging among different departments and individuals. The efficiency of communication is the key to the operational efficiency of the company, at the same time, it affects the function of departments and the positive initiative of each individual. It's not hard to understand that different company has different operational efficiency, and of course the characteristics the individuals have, the way they work, the attitudes towards their work vary in different companies too. The reason is not only because of the different industries, but mostly because of the difference of the efficiency of internal communication in different companies. In conclusion, to establish an appropriate effective internal management communication is very important to the effective function of the company.

### **4.2 Process for discovering solutions**

#### **4.2.1 Fundamental principles**

Principles and mechanism can standardize people's behavior, it's a result of the cooperation with people themselves. But mechanism can not be designed



randomly by people, it stays within some certain principles. The mechanism of company's internal management communication should at least adhere to the following 5 fundamental principles.

1) The principle of effective communication

The effectiveness is one of the most important aspects for a good mechanism, the internal management communication must follow this principle. But what is the principle of effective communication? To design a mechanism of the internal management communication should try to reduce the communication cost, motivate employees' initiative and creativity, internalize the external problems and improve the internal system structure. Only achieves these four aspects, it compromises the principle of effective communication and it's considered as an effective mechanism.

2) The principle of cost minimization of the communication

To minimize the communication cost can be a basic function of the communication mechanism. But because of the different situations in different companies, the cost minimization of the communication can not guarantee that the mechanism of communication runs properly. Therefore, there are many different ways to achieve the company's goals and plans, to minimize the communication cost is one of them and should be absolutely compromised.

3) The principle of motivating the employees' initiative and creativity

This principle means that the communication mechanism should have the function that includes all staff of different levels of execution and motivate their initiative and creativity, in order to put employees' interests and company's interests together. When there is lack of the motivation, opportunism will slowly appear among staff. So in this level, to design a communication mechanism is to accurately deliver information and to motivate employee, in order to fit personal interests in those of company.

#### 4) The principle of harmony

This principle means that the management communication mechanism has its own superior, reasonable characteristics, which can avoid of situations of the weakness and irregularity of the mechanism. The disharmony of the management communication mechanism can always assume certain forms, such as irregularity, weakness, transformation, opportunism, conflicts, distortion, etc. The mechanism's weakness indicates that the formed communication mechanism can not be fully executed or it achieves little. Transformation means while dealing with a problem caused by the mechanism, it transforms to another problem, which worsens the current situation. Opportunism means the practice of using situations unfairly to gain advantage for himself without thinking about how his actions will affect other people. Conflict is between manager and staff after the management communication mechanism formed. Irregularity points to mal-functions of the mechanism or the inability of manager, etc.

#### 5) The principle of Pareto Improvement

In neoclassical economics, an action done in an economy that harms no one and helps at least one person. The theory suggests that Pareto improvements <sup>2</sup>will keep adding to the economy until it achieves a Pareto equilibrium, where no more Pareto improvements can be made. In real-world economics, companies should try to use the Pareto improvement in order to keep the overall interests increased.

### **4.2.2 The improving system**

#### 1. Make a strategic plan of the internal communication management

1) The strategic function of the internal communication management in company's management.

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<sup>2</sup> Pareto Improvement, <http://www.investopedia.com/terms/p/paretoimprovement.asp>, 05/2015

a) It will ensure the scientific decision-making and the implementation  
Firstly it can effectively communicate and enable managers to get comprehensive and genuine information about company and about its staff, then can help managers to make a scientifically appropriate plan. Secondly an effective communication management can be understood and accepted by employees, therefore, it will be implemented better.

b) It will enhance the cohesion of company  
Emotion is the foundation of interpersonal communication, the effective management communication can help managers and employees to build a better relation and mutual understanding, thereby it increases interpersonal confidence, understanding and respect, meanwhile it reduces misunderstanding and conflicts.

c) It will improve the work efficiency  
An effective communication management can largely cut down the communication cost and reduce conflicts among employees and managers, therefore both the work efficiency and company's operating efficiency can be significantly improved.

d) It will improve company's competitiveness  
An effective management communication provides a thorough grounding in company's core competitiveness. And the key to an effective management communication is communication.

2) The content of strategic plan of the internal communication management

Company's management communication consists of the following parts:

a) The design of the channel of company's management communication. The channel should be combined with company's internal structure and daily management process, etc.

- b) The design of the method of company's overall strategic management communication. Only with the smooth communication channel can not guarantee the well function of company's management communication, it needs possible communication methods at the same time.
- c) The design of the content of company's overall strategic management communication. Whether the management communication content is comprehensive or whether all the information can be delivered in an adequate way, both can affect company's internal communication.
- d) Company's overall strategic management communication should have a clear aim and follow certain principles, only in this way can it guarantee the well function of company's management communication.
- e) There should have an evaluation and supervision system in company's management communication, in order to maintain the mechanism functioning well.

## 2. Build an enterprise's culture in favor of its management communication

### 1) Build an effective management communication system

If there had no effective evaluation and supervision system for company's management, communication would become ineffective and in disorder. In order to guarantee company's internal management communication well-functioning, to build and improve a management communication mechanism is urgent and essential. A complete internal management communication system includes the following 3 parts: standard formulation, adaptability to all employees and bonus-penalty system.

### 2) Build an easy-to-communicate management structure

LeChong company's structure has five levels, and communication within one level is even little and slow. This kind of mode is time-consuming and in the end it's easy to lose the genuineness of information. In order to improve communication efficiency and cut down the cost of communication,

company's high management level should regular its structure, reduce excessive levels and finally build an easy-to-communicate mode. A Flat Organization<sup>3</sup> has an organizational structure where there has no middle level of management between staff and executives. The idea of the Flat Organization is that well-trained workers can be more productive and can have more initiative when they are more directly involved in the decision making process, rather than closely supervised by many layers of management.

### 3) Improve the communication skills in management level

The activities taken place in management level are those organized, controlled, leaded, planned by company. Managers are in charge of establishing company's strategic goals and development perspective, letting employees accurately understand and accept it, then leading their subordinates to reach and complete the given plan. A well-understanding and the acceptance of company's plan is the key in realizing managers' functions in management level, because only if their own staff accept it, they can be more positively and actively involving in their work and can finally achieve the goal under the indication of managers. Meanwhile it requires that the management level has a strong ability of communication, in order to make communication fast, immediate and effective. In internal management communication, managers should have a good knowledge of following skills:

- a) Role orientation. Defining a role is not only for yourself, but also for your target. Employees have different works, so their definitions of their roles are different as well. Until managers define accurately its targets' (employees') role, communication will be more effective.
- b) Trans-positional thinking. Being able to shift positions with others can help to deal with conflicts in a team and to understand others' troubles and

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<sup>3</sup> Flat Organization, [http://en.wikipedia.org/wiki/Flat\\_organization](http://en.wikipedia.org/wiki/Flat_organization), 05/2015

situations, which is an effective communication tool in a company. It helps employees to get to know each other better and can enhance mutual trust and boost their emotions.

- c) Communication at a right time. When manager communicates, he should do it at the right moment and at a right place. He should praise and reward in time after one staff made a contribution to his work. Vice versa, he must correct the problems made by his staff, but at the same time he should consider if the time and the place are appropriate.

### 3) Create an open communication atmosphere

In order to make sure that management communication can play a constructive role in company, managers should create an open communication/easy-to-chat atmosphere at any place, at any time and for anyone. It also asks for the initiative and demonstration of leadership that can help lead to a successful communication mechanism based on an open atmosphere of an enterprise's culture. Managers should pay close attention to the communication atmosphere, which is the key in promoting a culture of management communication in company. Meanwhile managers are supposed to take actions to promote communication and cooperation among employees, to provide more opportunities to interact with staff, to enhance solidarity within company, to release conflicts, etc. In order to design the mechanism of company's internal management communication, an open communication atmosphere should be considered at the first place, only in this way, can it motivate employees to participate in the decision making process. For instance, The worldwide famous company Ford makes a "staff's participation plan" to let them join the company's management process and decision-making process. This action improves staff's initiative and creativity, and can also increase company's profits and sharply reduce costs. To build an open communication atmosphere within company requires a positive

participation of all employees.

Practice shows that some leaders are lack of management communication knowledge and communication skills, and they can be self-centered and impose their own desires on others, discharge their feelings regardless of occasions and disrespect others. All of these that we were talking about can be obstacles to a smooth communication in company. Therefore, leaders should learn how to behave and talk appropriately then they can manage to improve the quality and effect of management communication and their implementation capacity.

Different companies have different characteristics and situations, therefore, there have various kinds of communication modes: command type, used when company's situation is complicated or when subordinates need a clear instruction; instruction type, applied when staff wants to and is able to finish the work under the instruction of managers; encourage type, used when the work is challenging for employees; authorization type, used when a task is clear and subordinate is capable; instant communication type, used when the task needs to be controlled instantly and problems occurred during work should be solved immediately; suggestion type, applied when leadership and staff are divided on one issue; culture promotion type, when promoting company's culture and transmitting the information of enterprise' culture to its employees in order to reach a common understanding.

#### **4.2.3 Build an effective management communication network system**

“贤路当广而不当狭，言路当开而不当塞” -- 《宋史 乔行简传》 (Using different ways to recruit talents, SongShi, 1343)

Thousands years ago, people from Song Dynasty had already noticed this principle, and nowadays companies have more accesses and ways to get

information and to recruit talents, therefore they should build a new network system in combination with company's culture, company's development strategy, formal and informal communication technique and traditional, modern communication technique.

#### 1) Build and improve company's internal management communication process

Company's internal management communication should have various modes, only in this way, it can guarantee that the internal information is delivered smoothly. Therefore, companies should modify and improve it based on its current communication channels. A good and effective management communication process should be faster, have more information and more extensive coverage, more accuracy and success rate, etc. Therefore, a management communication mode should be analyzed and built on its current own situation and its business culture.

#### 2) Improve company's internal information platform

In the real practice of management communication, there exists different levels of positions or different characteristics of employees, which the higher level workers can somehow give the inferior position workers pressure that can lead the lower level workers to not to express their true opinions, then in the end it will harm the function of communication. In order to reduce this and make internal communication effective and the information genuine, company's internal communication platform must be improved. So the first step is to build an equal communication platform, in order to realize an effective communication. Wal-Mart carries out an "open door" communication plan, which means any staff has the right to speak at any time at any place, they have various accesses, whenever and wherever possible, to talk to company's executives about their interests or suggestions, even their complaints. All staff in Wal-Mart, from normal employees to CEO, there only



has a name on their employee's card. This can largely cut down the harm of the hierarchy and the difference effect of communication. In the company, there has no different levels of positions, they call their workmate name instead of adding any positional titles. In this open and relaxed communication environment, employees are happy and easier to exchange opinions and to communication to each other.

Wal-Mart consequently gained many experiences about equality on management communication, from which company obtained huge economic benefits and gives us an inspiration: No equality, no communication. No communication, no loyalty. No loyalty, no efficiency.

It should combine company's network system, billboard, website, newsletters, etc. to deliver important information or company's recent activities, in order to keep employees posted constantly and increase their sense of ownership that can motivate them to make suggestions on company's future development. Meanwhile, company should use their own working network platform to give feedback on employees' concern.

### 3) Reasonable utilization of informal channel of communication

What is informal communication? Informal communication is a casual form of information, where the targets, timing and content are not predetermined. This means the informal communication happens at an informal occasion. Within a business environment, informal communication is sometimes called the grapevine and might be observed occurring in conversations, electronic mails, text messages and phone calls between socializing employees. In some cases, informal communication has more advantages than formal communication, such as it has more various channels, flexible forms and extensive participation, etc. Informal and formal communication they somehow supplement each other. But informal communication can be arbitrary and incontrollable. Companies should adopt a correct attitude

towards inform communication and its limitations. Only in this way, it can reduce its negative influence to a minimum and actively use its positive influence. Managers should encourage staff to use informal communication within the bounds of possibility.

Informal communication has following functions:

- 1) It can increase company's cohesion. Arbitrary and flexible informal communication can largely release pressure from work and enhance interpersonal relationship. Leadership should positively encourage and lead their staff to use informal communication, in order to promote more exchanges of ideas and communication among employees, and finally to reach the goal to increase cohesion within company.
- 2) It can extend employees' participation in company's management. In many companies, important issues and daily management are decided by high level management, normal employees have no right or access to be included in decision making part, therefore they are indifferent to company's movement or trend, and they are lack of initiative. Leaders can use informal communication to change this current situation. Before making decisions, especially about employees' interest, companies can spread information by using informal communication and collect feedbacks then according the feedback, they can finally make an appropriate decision. Such action not only let employees participate in the decision-making process and their opinions are taken into considerate, the final decision will be easier to be accepted by them.

#### **4.2.4 The improvement of the mechanism of internal management communication**

Whether companies' goal and plan could be realized or no, it depends on if the internal management communication was comprehensive. From the

analysis above, there still have a lot to be fixed and improved on LeChong company's internal management communication. If LeChong company did not improve the current situation as soon as possible, it would not meet the demand of communication and would reduce communication effect, finally would not realize its strategic plan of management communication.

#### 1) Organizational mechanism

In order to realize company's strategic goal of management communication, it should create a special office or arrange a special-assigned person to be in charge of internal and external communication. Currently, LeChong company is changing its sub-companies' internal structure to the Flat Organization mode and creating new departments. This action is not effective and realistic. Therefore, LeChong company should build a special organization of management communication with chief director as the leader, managers as supervisor, department leaders as memberships. By establishing this special organization and arranging a special-assigned person to take responsibility of company's internal management communication, it can, to an extent, change the current company level problem of lacking of management communication responsible.

#### 2) The mechanism of responsibility

In order to let each department undertake its responsibility and train the employees to have a strong sense of duty, company should set up a special institute and establish a mechanism of "unified leadership and at different levels" management and build a "who executes, who is responsible" mechanism of responsibility.

The institute should assume the following responsibilities: to deal with company's internal and external management communication work; to participate in making new management communication regulation and assisting other departments to execute it; to make and carry out company's

management communication plan; to provide relative strategic data to all relative departments or company's leadership; to give feedback to communication effects and comments; to provide suggestion of improvement of company's management communication, etc.

### 3) The operational mechanism

If the management communication mechanism functions inefficiently in different work fields and different management departments, institute of management communication should assign a special personnel to investigate and analyze the collecting data, in order to work out a possible plan to optimize system, which includes different work sections, operating time, authorization, centralized office work, regular work operation examination report and work function supporting measures. Only to build and promote the effective and smooth operational mechanism, can improve the execution and effectiveness of management communication.

### 4) The supervision mechanism

The institute of management communication takes responsibility of controlling and supervising the operation of management communication system. It has authority to supervise and examine the realization of each departmental management communication and make concerted efforts in evaluating the overall work of management communication and promoting its execution. It establishes the evaluation system on management communication work and organize regular and irregular communication, guidance, examination and supervision. There are special-assigned personnel who are responsible for supervising and improving entire company's internal and external communication system. Besides, they use suggestion box and hot line to collect information. Then they listen to employees' opinions and suggestions at both formal and informal occasions and use questionnaire to investigate employees' satisfaction on their works. All of the methods above are good

and effective to improve company's internal management communication mechanism.

#### 5) The encouragement mechanism

A well-designed encouragement mechanism can stimulate employees' potential, improve employees' desire to communicate. Meanwhile, it should establish a guarantee and reward system, which can not only arouse employees' desire to communicate but increase their confidence, creativity and sense of mission about their work. Therefore, communication among employees becomes easy, it then will ensure the internal management communication mechanism function effectively.

#### 6) The feedback mechanism<sup>4</sup>

Communication must have feedback. Only on the basis of feedback, communication can be effective and smooth. What's feedback? Feedback is information. A feedback system, in the context of performance technology, is a way of communication whereby the performer, whether it is an individual or a group, receives information that guides their future actions, in order to achieve a desired outcome. Leaders should take the feedback system seriously, because only in this way, it can finally realize the mutual communication.

### **4.3 Using the successful cases of other companies**

#### **4.3.1 The success of The Walt Disney Company**

The mechanism of the internal management communication of The Walt Disney Company is scientific and very worth learning, which mainly consists of two important parts: monthly conference and annually employees' conference. The monthly conference is about to collect and deal with the daily

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<sup>4</sup> Feedback system, [http://edweb.sdsu.edu/people/arossett/pie/interventions/feedback\\_1.htm](http://edweb.sdsu.edu/people/arossett/pie/interventions/feedback_1.htm), 05/2015

and small problems, which are more related to staff's interests. But the range of annually employees' conference is much bigger, at the same time there will have more attendances and more important effects coming out from the conference. The representatives of employees begin collecting staff's opinions and suggestions a few weeks before the annually conference, and then present all the problems to the management department at the conference. Afterwards the management department will verify the problems then discuss them with the corresponding departments. Not only the headquarters uses this mechanism, but the branches and the affiliates accept it too. If the problems can not be solved properly by affiliates, they are automatically submitted to the upper level, until they will be perfectly solved. When it occurs to the most important issues and decisions, it will hold a chief executive conference, where the issue will be fully discussed and decided. Once they pass the decision, it becomes effective immediately. If it will not be passed, the company will give an explanation to their staff too.

In order to increase personnel participation of company's different issues, The Walt Disney Company uses suggestion box and reward system for those who are brave to speak out their opinions and to suggest. Their comments and suggestions can be proposed at any time and at any place to their superior. Meanwhile, The Walt Disney Company regularly gives training courses about internal management communication to their own employees and uses instant web tool, billboard, reports, etc. to broaden their internal communication ways.

#### **4.3.2 Other successful cases**

To tell stories. The Boeing Company had been having a tough time before year 1994. After the new chairman Philip M. Condit took office, he constantly invited high-level managers to have dinner at his house, and then talked

about the stories of Boeing by the fire. Condit wrote the bad and ugly stories of his managers and threw them into the fire for the sake of burying the past grey records. For those exhilarating and rewarding stories, he kept them and used them to bolster the staff's moral.

To chat. Hiroshi Okuda was the first not-a-family-member CEO of Toyota. In his long successful career, he won the respect and enjoyed the love and esteem of his staff. He spent 1/3 of his time in the company, chatting with more than 10000 engineers and talking about their jobs and families and help with their difficulties. The other 1/3 of his time he visited approximately 5000 agencies and talked with them and listened their comments and suggestions.

To release the worries. Herbert Kelleher was the chairman of the Southwest Airlines. During his career as a chairman, he realized that his staff worried a lot about the unemployment, because lots of airline companies largely recruit during the boom season, then cut its size of employment when it's off season. Herbert Kelleher noticed that only if let his staff feel secure at work could finally cultivate their loyalty to the company, so he announced that no one would be fired. Afterwards everyone worked at off-season, when it came the boom season, they worked hardly with any grumble.

To help staff make their own development plan. Ericsson is a company with hundreds years of history. Every year every employee has at least one chance to meet personally with their superior or human resource manager to talk about their work, meanwhile their superior helps them to make a workable development plan in order to make sure that they can catch up the fast pace of company's development. Ericsson Company thinks the most important way to keep the company ahead of other companies is to improve the staff's overall quality.

To motivate staff to participate in the decision-making process. Every year Ford makes a "staff's participation plan" to let them join the company's

management process and decision-making process. This action increasingly improved staff's initiative and creativity, which increased the cooperation and sharply reduced costs.

To hire the displaced employees. Japanese Sanyo Company once bought an American television industry. When they arrived there, instead of publicly finding young skilled labors, they decided to hire the displaced employees who used to work at that industry. They said if those displaced employees were skilled and willing to come back to work, they were all welcomed to come to re-apply for a job. This action moved a lot of the displaced employees.

To encourage the over-head reports. At Hewlett-Packard, the CEO's office door is always open, whenever the staff has mal-treatment or notices any potential problems, they can go to the office to report. This kind of company culture can release the conflicts and problems among employees and increase the cooperation and respect.

To give a verbal praise. Praise is almost a contagious virus, and verbal praise is considered to be the best and the lowest-cost way to motivate staff. Panasonic values a lot the verbal praise. When they hear or realize some staff have any achievements, they verbally praise them immediately. If they cannot do it right away, they will call them to congratulate them.

#### **4.4 Implementation**

If a company wants to succeed in realizing its goal, not only it needs to make a comprehensive plan, but it must fully execute and stick to it. Once the company's management system is made, the following question is how to carry it out. The most important way to guarantee the execution of company's plan is to establish an effective and complete execution system. To be fair, LeChong company has already built a relatively effective management



system and execution system, but during the execution, some departments more or less still cannot fully carry it out. In the end the effect of execution is not as expected high. Therefore, in order to improve the execution, we can begin with the following ways:

First of all, companies should optimize its internal operational structure. It's the basis of the improvement of execution. The balanced scorecard (BSC)<sup>5</sup> is one of the best ways in modern management to improve internal operational structure. The balanced scorecard is a strategic planning and management system that is used extensively in business and industry, government, and nonprofit organizations worldwide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals. It also can give managers and executives a more balanced view of organizational performance of the company. BSC method has built a complete company's execution system, included the learning and growth perspective, the business process perspective, the customer perspective and the financial perspective. Nowadays, over 80% of the world 500 strong enterprises are using or have used to use this method. According to Gartner Group, there are over 50% of large US firms have adopted the BSC and more than half of major companies in the US, Europe and Asia are using balanced scorecard approaches, with a growing number of utility in those areas as well as in the Middle East and Africa. The balanced scorecard, as a full strategic planning and management system, can not only provides performance measurements, but helps planners truly executive their strategies. Then organizations' vision and strategy can finally be translated into action and with the feedback system of BSC, it helps companies comprehensively understand their internal business processes and external outcomes in order

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<sup>5</sup> The Balanced Scorecard (BSC), <http://balancedscorecard.org/Resources/About-the-Balanced-Scorecard>, 05/2015

to continuously improve its internal operational system then lead to a more fruitful result.

Secondly, companies should improve employees' overall execution skill. One of the perspectives that we've mentioned above is the learning and growth perspective, which emphasizes employees' creativity and executive capacity. Employee training and self-improvement are two main parts of this perspective. In order to improve company's executive system, to train managers to be professional is a task of the top priority. Then the middle level employees' executive skill should be improved as well, because they are both executives and leaders of each level, which means their position is in between top managers and employees and they receive order from superior then execute them and give order to their subordinates. In a knowledge-worker organization, people are the main source. Companies need to put into place to guide their managers to train employees to be professional and improve their executive skill. Every level with company, should be people-oriented, and enhance professional skill training and make further efforts to optimize the structure of employee and create a relaxing environment, thereby employees have more development space and can be more initiative and creative.

Then company should continuously improve strategic reward system<sup>6</sup> and supervision mechanism. Talking about the strategic reward system, it includes four parts: compensation, benefits, recognition and appreciation. But normally there are two main problems of reward system within company that need to be paid more attention and improved. One is that company usually miss recognition and appreciation part, another one is that the reward system is not really aligned with company's other corporate strategies. Employees' performance and behavior are two aspects valued by the reward strategic.

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<sup>6</sup> Reward system, <http://www.entrepreneur.com/article/75340>, 05/2015

Performance is easier to be valued and noticed by managers, because the result of the final outcome can be easily measured and compared by the initial goals set by company. Rewarding employees' behaviors can be more difficult and subjective. Because it more depends on managers' opinion on what the rule of compensation is and which behavior is more important to company.

Lastly, company should enhance the sense of responsibility and effective communication. In order to keep company's value and responsibility in sync with those of employees', and company's value matches clients', take employees' training on education and sense of responsibility seriously. Only in this way can company cohere as a whole and develop steadily and fast. By studying company's establishment of its management structure and its executive culture and building up sense of responsibility, employees can finally and strictly follow company's regulations and work hard to implement them. To improve the effectiveness of communication is the priority to the implementation capacity. Employee representative conference of each level, employees' forum, managers' reception day and communication in different social media platforms are all goof and effective ways to communicate within company. Only by communication and opening different modes of communication, can realize the direct communication between managers and employees, and can make internal communication smooth to hear and collect information from grass-roots level, and can enhance the cooperation and confidence among staff, thereby can continuously extend company's implementation capacity and finally realize company's strategic goal.

## **5. Project guarantee**

After talking about the implementation, the thesis now turns to another important aspect of internal management communication, the project guarantee. In this part it will analyze in two lines, which are the subjective perspective and the objective perspective.

### **5.1 Subjective perspective**

In order to make sure that company's plan can be fully carried out and finally achieved, company should pay attention on the subjective perspective, which consists of three parts: employee, delegated responsibilities and defined leadership.

#### **1) Employee**

Company should enhance employees' sense of identity in their job. Currently the lack of communication among staff in LeChong Company causes the low sense of identity in their job and about their company. Staff is the representative of company, if they are unsatisfied with their company, company's image would definitely be damaged. It needs company to train and increase its staff's sense of responsibility, sense of identity and sense of ownership. Company should help employees to learn and understand its management plan, its spirit and its regulation, etc., only in this way, will employees get to know their company and finally understand the importance of company's management, thereby they can improve themselves with the development of company and help company to realize its management plan and enterprise culture. That's why the identity issue is the foundation to improve effectiveness of management communication within company.

The core of company culture is company's value. Therefore the basic identity of employees is the identity of company's value. In order to bring up the

recognition of enterprise, it's important to find and expand the common value between company and its staff.

The aim of management is the insistence of people-oriented mode.

Recognition is normally a process of interaction, in order to let staff have a strong identity of their company, enterprise should firstly respect its employee and insist the people oriented management mode. The so-called respect to employees, means that company should respect employees' personality and dignity, and insist the principle of fair, just and open manner. And company should cope with the issues of employees' interests.

Company's leadership has an essential and indispensable role in cultivation employees' identity and recognition. Because of their high position, their ideas, characteristics and behaviors can easily influence employees, and will probably restrict company's development. In a certain sense, employees' first recognition about company is that about their superiors. So leaders should have an clear illustration and demonstration to their employees.

## 2) Delegated responsibilities

Managers always want to finish everything themselves, because they think they can manage to deal with all the tasks correctly in time by themselves. But most of the time, they will risk to complete all works and end up in failing to finish them or having a poor-quality result. Project managers should learn to divide tasks and assign them to different team members. Only in this way, can works be easily and successfully finished on time. Managers should show more trust to their team members by checking their part of work occasionally and letting them to finish work themselves. Not only can works be completed, but employee will improve their performance as well.

## 3) Defined leadership

Leadership is a critical and essential component for any project management team. If a leader were not capable, he would finally cause confusion and slow

down the process of project. An experienced leader should know well what to do, how to do. To better understand the meaning of leadership, the following definitions of leadership may help:

- Leadership is the capacity to translate vision into reality (Bennis, 2003)
- Leadership is the art of influencing others to their maximum performance to accomplish any task, objective or project (Cohen and March, 1974)
- Leadership is the process of influencing the activities of an individual or a group in efforts toward goal achievement in a given situation (Hersey and Blanchard, 1984)
- Leadership is the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organization (House, 1996)
- Leadership is the art of mobilizing others to want to struggle for shared aspirations (Kouzes and Posner, 2007)
- Leadership is a process whereby an individual influences a group of individuals to achieve a common goal (Northouse, 2007)
- Leadership is the process of influencing others to understand and agree about what needs to be done and how it can be done effectively, and the process of facilitating individual and collective efforts to accomplish shared objectives (Yukl, 2002)

Leader is one of the most important roles in any project and he is able to influence people to take actions toward completing a goal and project.

## **5.2 Objective perspective**

Besides, objective perspective also plays an important role in project guarantee, which includes project management software, shareable platforms, communication standards and feedback system.

### 1) Project management software

Modern advanced technology has made project management software easier to be used and more effective to micromanage every element and the process of a project. A well-designed program can keep project going smoothly and keep all team members on the same page. Instant-immediate messages; online Internet conferences; data tracking; feedback, etc. are all its advantages. At the same time, it can effectively deal with interactive timelines and multiple tasks, involving team members through e-mail and file sharing platforms. Using good project management software is an essential step to lead to company's business goal.

### 2) Shareable platforms

It's a dispensable part of a project management software. Using a great shareable platform can smoothly keep all relevant team members informed in time and cut down the cost of communication within a group. It can still improve the efficiency to deal with project issues. It has following qualities:

- Easy to be connected anywhere anytime
- Well-designed and simple-to-edit function
- Sharing capacity and automatic back-up capacity, in case of the system crush
- Connection with other sharing platforms to optimize its function.

### 3) Communication standard

Defining a communication standard is one of the first things to do before to set up a project. E-mail is the most common way to communicate within a project. But obviously it doesn't work for all projects or companies. So companies should try to broad the communication standard and use various ways, such as phone calls; billboard; team meetings; discussions among team members; booklets, etc.

For example, to make communication procedure simpler, team leaders can use new cellphone applications, like Wechat or Whatsapp, to broadcast new messages to all members. It's fast and immediate, and they don't need to notify members one by one. And it's easy to get answers and feedback, and leaders can check if the messages were sent or seen easily.

A project-based communication can cut down wasted times and inefficiency.

#### 4) Feedback system

Before we talk about the feedback system, let's see firstly what feedback is.

Feedback<sup>7</sup> is:

- The return to the input of a part of the output of a machine, system, or process
- The partial reversion of the effects of a process to its source or to a preceding stage
- The transmission of evaluative or corrective information about an action, event, or process to the original or controlling source

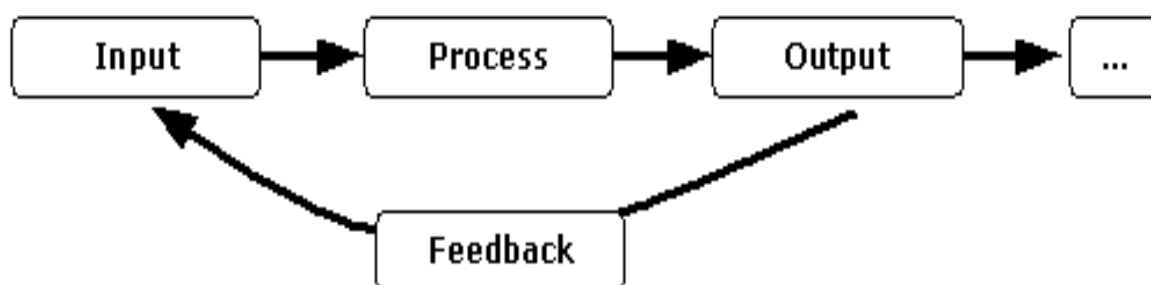


Figure 5-1

<sup>7</sup> Feedback, <http://www.merriam-webster.com/dictionary/feedback>,  
<http://www.economicwebinstitute.org/glossary/feedback.htm>, 07/2015



In the theory of feedback, there are two main parts, which are systemic view of feedback and the decision-making view of feedback.

The systemic view includes positive feedback mechanisms and negative feedback mechanisms. A simple definition of the positive feedback mechanisms is that a feedback mechanism is positive if the resulting action and the condition that triggers it go in the same direction, similarly, we can define the negative feedback mechanisms as that the resulting action and the condition oppose each other.

The definition of feedback from the point of view of the decision making, as we already mentioned above, is “ the transmission of evaluative or corrective information about an action, event, or process to the original or controlling source.” In the real business, the decision making part is always controlled by humans, which can be managers and leaders. They review the feedback and then put it back into the business system to make a possible decision. Given all that, feedback is not just a simple piece of information. Most importantly, it has three consequences, which are motivation, consistency and learning. And in order to take advantage of feedback, managers should put it back into company’s system. The most important two consequences of feedback are motivation and consistency, which can be explained by the former systemic view. A positive feedback can cheer the group up and motivate the decision maker to carry on using the chosen action. But a negative one can be demotivated and the decision maker has to find another way to solve the problem.

In the management communication process, the lack of feedback will finally block the communication and the realization of the project. To adopt a correct attitude and to know how to use feedback can increase the pertinence of the potential problems and find out a possible solution within the shortest

possible time, on the other hand, can improve the quality of the communication between the message sender and the message receiver. For instance, managers should listen more from employees, and try to resolve their problems as soon as possible. Only in this way, employees will be willing to communicate to the superiors, and problems and concerns shall be found and solved at the very beginning.

## 6. Conclusions and expectations

In the age of information economy, company's internal and external environment changes rapidly every day. With the fast development of globalization and informatization, company must survive and evolve in an environment where the market is larger, the competition is fiercer and the changes are more rapid. At the same time, companies are expanding and their internal management structure and personnel structure are more complicated, more problems about employees' interests will arise and it's harder to control and manage itself and adapt to market. All the problems this thesis has mentioned above, such as the lack of effective communicative channel; the lack of enterprise's communicative culture; the lack of supervision mechanism; the lack of a proper strategy of management communication, need to be solved by a sophisticated and comprehensive management communication system. Apart from the problems of management communication, the lack of the sense of energy conservation should also be particularly paid attention to. It has become an urgent issue that needs to be solved because of the rigid restrictions of government, and mostly because it is an effective way to save time and money for the company. Only in this way will problems be solved appropriately and company will keep moving on to a new level.

The analysis of this thesis is based on LeChong company's current internal management communication situation, from which it pointed out the potential problems and analyzed its causes and the possible solutions. Therefore, LeChong company should stick to the 5 fundamental principles: the principle of effective communication; the principle of cost minimization of the communication; the principle of motivating employee's initiative and creativity; the principle of harmony and the principle of Pareto Improvement, and at the same time follow the new improving system of the internal management

communication. But with the different situations of different companies and the change of environments and causes, the results and solutions can be slightly changed as well.

A comprehensive internal management communication system can fully represent the new and scientific modern enterprise's management. Because of the different roles and responsibilities within a company, in order to achieve an effective communication, not only managers should be clear about their dominant role and function during the communication with their subordinates, but should always put themselves in others' shoes and use various ways of communication to ensure the smooth delivery of information and reduce the pressure. At the same time, the upward communication should be used more frequently as it is one of the important ways to get feedback and get to know what employees want for the high level leadership.

In conclusion, under the new circumstance to enhance company's internal management communication is a very urgent and systematic work. Only with an effective communication can improve company's management and can finally realize a fast development.

## Appendix

### Questionnaire 调查问卷

(Questionnaire of LeChong Company's Internal Communication Management  
关于乐宠公司内部沟通管理机制的调查问卷)

说明：请在对应的选项上打，只选一项

#### 1) Strategic aspect 战略问题

1) Do you think LeChong company has an explicit development strategy?

您认为乐宠公司是否有明确的发展战略？

- a) Yes, it has an explicit development strategy 有明确战略
- b) It has an ambiguous development strategy 有一个模糊的战略
- c) No, it has no development strategy 没有战略
- d) I don't know 不清楚
- e) I don't care 不关心

2) Do you think it is necessary to let all employees fully understand the

company's strategy? 您认为是否有必要让公司的每位员工都充分了解企业的战略规划？

- a) Yes 非常有必要
- b) No 没必要
- c) I don't know 不清楚
- d) I don't care 不关心

- 3) What do you think about the company's internal advantages? (Max 2 choices) 您认为公司内部有哪些优势? (可多选, 最多选两项)
- a) It has strong assets size and guaranteed credit 有较大的资产规模, 较强的信誉保证
  - b) Leadership has explicit objectives 领导班子高瞻远瞩, 团结实干
  - c) Sufficient funding 资金资源充足
  - d) Optimistic employees 员工积极向上, 用于进去
  - e) Continuously hiring new talent 能够不断够吸引优秀的人才加盟
- 4) What do you think about the company's internal disadvantage? (Max 2) 您认为公司内部有哪些劣势? (可多选, 最多选两项)
- a) Entrenched bureaucracy 官僚作风严重, 思想观念落后
  - b) Lack of explicit strategic plan 缺乏明确清晰的战略规划
  - c) Need to improve the company's management 公司管理需要提升
  - d) Weak adaptability to the market 公司市场管理应变能力不强
- 5) Considering the current situation of the company, do you have confidence in company's future development? 就公司目前的现状来看, 您对公司未来发展有信息吗?
- a) Yes, I have strong confidence 非常有信心
  - b) Yes, I have confidence 比较有信心
  - c) Poor confidence 一般
  - d) No confidence 没信心

## 2) Internal organization and business process 组织与业务流程问题

### 1) What do you think about the company's overall organizational efficiency?

您认为目前公司的整体组织运行效率如何？

a) Very good 非常高

b) Good 比较高

c) Ordinary 一般

d) Poor 比较低

e) Very poor 很低

### 2) Can the back-office efficiently provide services to the front office? 公司

后勤部门能否很好地组织服务一线生产部门？

a) Yes 非常好

b) Yes, but not very efficiently 可以，但一般

c) No 不可以

d) I don't know 不清楚

### 3) Do you think there is a problem of employers not recognizing employees' capabilities and not placing them in appropriate positions in the company? 您认为是否存在某个或某些职能归口不当的问题？

a) Yes 存在

b) No 不存在

c) I don't know 不清楚

If you choose a) Yes, please answer the question No.4

如果你选择 a) 存在，请回答第 4 个问题

1) In which departments do you think this problem exists? 哪些职能存在归口不当问题?

- a) Manager's office 总经办
- b) Operation department 运营部门
- c) Marketing department 市场部门
- d) Sales department 销售部门
- e) Technical department 技术部门
- f) Information department 信息部门
- g) LeChong online store 乐宠商城
- h) Customer service department 客服部门
- i) Creative department 创意部门
- j) Logistic and transportation department 物流部门
- k) Editorial office 编辑部门
- l) Order server center 订单中心
- m) Product development department 产品研发中心
- n) Distribution department 分销部门

2) Do you think the function of different departments is clear? 您认为目前公司各部门的职能分配是否清晰? (是否存在职能交叉, 重叠现象)

- a) Very clear 非常清晰
- b) Quite Clear 比较清晰
- c) Not clear 不清晰
- d) I don't know 不清楚

3) Do you think the description of the department's responsibility is clear?

您认为公司现有的部门简述是否能清楚阐述部门职责?



- a) Perfect 非常完善
  - b) Needs more clarification 清晰，但还需完善
  - c) Too simple 非常简单，需要完善
  - d) I don't know 不清楚
- 4) Do you think the cooperation among departments is smooth? Do you think there are any obstacles to cooperation among departments? 您认为部门之间的协作是否顺畅?
- a) Yes, very smooth 非常顺畅
  - b) Quite smooth, but still need to improve 还可以，但还需改善
  - c) No, not very smooth 不太顺畅
  - d) No, not at all 非常不顺畅
  - e) I don't know 不清楚
- 5) Do you think departments avoid taking responsibility for the problems? 您认为部门间是否存在推让扯皮现象?
- a) Always 经常存在
  - b) Often 偶尔存在
  - c) Rarely 很少存在
  - d) Never 不存在
  - e) I don't know 不清楚
- 6) What is the reason this problem exists? 您认为部门间出现推让扯皮现象的原因?
- a) Departmental job responsibilities are unclear 部门间职责不清
  - b) Unreasonable process 流程不合理

- c) Rules and regulations are not perfect 规章制度不健全
  - d) Employees' initiative of problem-solving is weak 员工解决问题主动性不强
  - e) Lack of united cooperation among departments 缺乏统一协调部门
- 7) Is the company's management regulation comprehensive? 您认为公司目前的管理制度健全吗?
- a) Very comprehensive 非常健全
  - b) Quite comprehensive 基本健全
  - c) Not very comprehensive 不很健全
  - d) Not at all comprehensive 很不健全
  - e) I don't know 不清楚
- 8) Do you think the company's regulations can be fully carried out? 您认为公司的管理制度能否得到严格执行?
- a) Yes, completely 完全能
  - b) Yes, but only parts 部分能
  - c) No 不能
  - d) I don't know 不清楚
- 9) If you turn to your superior for help, does he always tell you to wait before he turns to his superior to get the answer? 向上级请示工作时，上级是否经常对您说需要他的上级请示后才能给予答复?
- a) Always 经常
  - b) Sometimes 偶尔
  - c) Rarely 很少

d) No 没有

10) Are multiple tasks assigned by different superiors? 是否经常出现多个领导向您分派任务的情况?

a) Always 经常

b) Sometimes 偶尔

c) Rarely 很少

d) No 没有

11) Do you know your department's goal and plan? 您是否了解您部门的目标和工作计划?

a) Yes 很了解

b) Yes, but not very well 基本了解

c) No 不了解

### 3) Job 岗位设置问题

1) Do you think your job responsibility is clear? 您认为您的工作职责是否明确?

a) Yes 非常明确

b) Yes, relatively clear 比较明确

c) Not very clear 不明确

d) It's unclear 很不明确

2) Is it clear what decisions you are allowed to make on your own without having to consult your supervisor? 您认为您的岗位工作权限是否明确?

a) Yes 非常明确

- b) Yes, relatively clear 比较明确
  - c) Not very clear 不明确
  - d) It's unclear 很不明确
- 3) Does the independence to make your own decisions allow you to do your job well? 您的工作权限能否完全履行该岗位的职责?
- a) Yes totally 完全能够
  - b) Yes somewhat 基本能够
  - c) Not really 不能够
  - d) Not at all 完全不能够
- 4) If you need to work on some issues with other departments, what do you do? 到需要与相关部门协调的事务时，您通常会?
- a) Go directly to your departmental supervisor even if he doesn't know the answer 直接与本部门领导协调
  - b) Go to a supervisor of a different department even if he doesn't know the answer or has to delegate the task to someone within his department 直接与其他部门领导协调
  - c) Go directly to the appropriate person who can help with the problem 直接与其他部门具体负责该事务的人员协调
  - d) Other\_\_\_\_\_ 其他
- 5) How does your superior examine your work? 您的直接领导一般通过何种方式检查您的工作?
- a) Regular written reports 定期书面汇报
  - b) Irregular written reports 不定期书面汇报
  - c) Regular oral reports 定期口头汇报
  - d) Irregular oral reports 不定期口头汇报

e) Other \_\_\_\_\_ 其他

6) Is the task assigned by your superior in your job duty? 上级交待的任务是否在您的职责范围内?

- a) Yes, all of them 全部是
- b) Yes, most of them 大部分是
- c) Really small part 小部分是
- d) No 都不是

7) What do you think about your own job? 您如何看待自己目前的工作岗位?

- a) I like my job, I'm confident and able to do it well 很适合，并且有信心和有能力强做好
- b) I like my job, but I'm not really capable of doing it well 是我喜欢的工作，但自己能力有欠缺
- c) I don't like my job, but I can deal with it 不是我喜欢的工作，但是我能做好
- d) I don't like my job and I want to leave it 不适合我，我正在考虑跳槽

8) How do you make your own work goal and tasks? 您的工作目标和任务是用什么方式确定的?

- a) Completely decided by superior 完全有上级决定
- b) Completely decided by myself 完全由自己决定
- c) Decided after the discussion with my superior 和上级商谈后决定
- d) I don't have clear goals and tasks 没有明确的工作目标和任务

4) Salary and performance 薪酬和绩效

- 1) Do you think the levels in the department are reasonable? 您认为公司现行各岗位等级是否合理?
  - a) Yes, they're reasonable 非常合理
  - b) Yes, they're quite reasonable 比较合理
  - c) Not really reasonable, they need to be regulated 不太合理，需要调整
  - d) Not reasonable, they must be regulated 非常不合理，必须调整
  
- 2) Does the job value correspond to the job level? 您认为目前岗位等级是否体现了岗位价值?
  - a) Yes 完全能够体现
  - b) Yes, slightly 一般
  - c) No 不能
  
- 3) Do you think the examination of work performance is necessary? 您认为是否有必要进行绩效考核?
  - a) Yes, it's necessary 非常有必要
  - b) Yes, it's relatively necessary 有必要
  - c) No, it's unnecessary 没有必要
  - d) I don't know 不清楚
  
- 4) How are the results of work performance examination used? 目前公司员工绩效考核结果主要用于?
  - a) Salary 调薪
  - b) Promotion 升职

c) Employee's efficiency 员工绩效提高

d) Nothing 没有用

e) Other\_\_\_\_\_ 其他

5) What do you think about the examination of work performance? 您对目前推行的考核工作的评价是什么?

a) It works very well, it can improve both personal and company's performance 公司在考核工作上下了很大功夫，体系合理，评价公正，能促进个人和组织的绩效提升

b) It only works for employees' performance 仅对个人能起到一定的绩效提升作用

c) It's a formality, but it constrains some employees' behavior 考核流于形式，但对个人还是起到一定的约束作用

d) It doesn't have any effects 考核很随意，没有任何效果

5) Training and employees' development 培训与员工发展

1) Why did you choose this company? 您当时加入公司的原因?

a) It's a stable job 稳定工作

b) It can help you to solve the Beijing "HuKou" problem 公司能解决北京户口

c) Company is close to where you live 家在公司附近

d) Company provides good remuneration 公司待遇好

e) Other\_\_\_\_\_ 其他

2) Which of these would improve your initiative and creativity? 您认为下列哪些方式能够更好的提高您的积极性和创造性?

- a) To raise salary 收入提高
- b) To improve welfare 福利改善
- c) Job promotion 职位晋升
- d) Challenging work 挑战性工作
- e) Training opportunities 培训机会
- f) Approve of your superior 领导认可
- g) Other\_\_\_\_\_ 其他

3) The reason for those who got promotion is? 获得晋升的人被提拔的原因?

- a) Perfectly finished his job 达到并超过工作要求和标准
- b) Good relations with other employees 群众关系好
- c) Appreciated by the leadership 受领导赏识
- d) Has a sense of responsibility 工作责任性强
- e) Other\_\_\_\_\_ 其他

4) Since you've been working in the company, what kind of training have you had? (Choose all that apply) 到公司以来, 您参加过哪些方面的培训?

(多选)

- a) Recruitment training 新员工培训
- b) Training abroad 外派培训
- c) Skill training 技术知识培训
- d) Management training 管理培训
- e) Sales Training 销售培训



5) What kind of trainings do you want to have? (Choose all that apply) 您希望能接受哪方面的培训?

- a) Recruitment training 新员工培训
- b) Training abroad 外派培训
- c) Skill training 技术知识培训
- d) Management training 管理培训
- e) Sales Training 销售培训
- f) Other\_\_\_\_\_ 其他

6) How often do you have a training? 您接受工作岗位培训的频率是多少?

- a) Once every 3 months 一季度一次
- b) Once every half year 半年一次
- c) Once every year 一年一次
- d) Several times every year 一年多次
- e) Rarely 基本没有
- f) No training 完全没有
- g) Other\_\_\_\_\_ 其他

7) Do you think the training can meet the need of your current job? 您认为公司给您提供的培训机会能否满足您的工作所需?

- a) Yes, it's very useful 能
- b) Yes, it has some effects 勉强能
- c) No 不能
- d) I don't know 不清楚

8) Do you think the training can help you to get a promotion? 您的培训结果对晋升有影响吗?

- a) Yes 有
- b) No 没有
- c) I don't know 不清楚

6) Energy conservation

1) Does LeChong have a comprehensive system on energy conservation? 乐宠公司是否有一个全面的节能系统?

- a) Yes 有
- b) No 没有
- c) I don't know 不清楚

2) Does LeChong have a clear goal on energy conservation? 乐宠公司是否有一个明确的节能目标?

- a) Yes 有
- b) No 没有
- c) I don't know 不清楚

3) Can LeChong always carry out any actions of energy conservation following the law? 乐宠公司是否能依据法律开展节能活动?

- a) Yes 能
- b) No 不能
- c) Maybe 可能
- d) I don't know 不清楚

- 4) Does LeChong has a specific department or assign a special personnel to manage company's energy saving issue? 乐宠公司是否有一个专门的部门，或特定指派专员处理节能环保事宜？
- a) Yes 有
  - b) No 没有
  - c) I don't know 不清楚
- 5) What are the main measures has LeChong done at work? 下列哪项有被公司采用？
- a) Use low energy light bulbs 使用节能灯泡
  - b) Keep control of the heating and cooling 调控空调温度至节能范围
  - c) Use technology to hold virtual meetings 使用高科技，开展虚拟会议
  - d) Turn off appliances 关闭不使用的电器
  - e) Give indications and orders of energy saving to employees 有明确的节能指令
  - f) Have a recycle system 有循环利用系统
  - g) Allow employees to work from home on alternate days 允许员工在某些天在家工作
  - h) Reduce paper wastage 减少纸张浪费
  - i) Publicly discourage the excessive use of lighting or electricity 公开反对过度用电行为
- 6) Are there always lights on in your business? 公司里的灯是否一直开着？
- a) Yes 是
  - b) No 否
  - c) I don't know 不清楚

d) I don't care 不关心

7) Is the heat always on during the winter? 冬天公司是否会持续不断供暖?

a) Yes 是

b) No 否

c) I don't know 不清楚

d) I don't care 不关心

8) Is the air conditioner always on during the summer? 夏天公司内空调是否持续开着?

a) Yes 是

b) No 不是

c) I don't know 不清楚

d) I don't care 不关心

9) Are you doing anything already to eliminate the need for a heater or AC unit? 你是否会主动开关空调或暖气，从而到达环保的目的?

a) Yes 是

b) No 不是

c) I don't care 不关心

10) Do you turn off your light and other devices at the end of the work? 你结束工作后会关掉你的灯及其他电器吗?

a) Yes 是

b) No 不是

7) Personal information 个人资料（仅用于统计目的）

1) How long have you been working in the company? 您在公司的的工作时间？

- a) Over 15 years 15 年以上
- b) 8-15 years 8-15 年
- c) 5-8 years 5-8 年
- d) 3-5 years 3-5 年
- e) less than 3 years 3 年以下

2) Education: 学历:

- a) Postgraduate or above 硕士及以上
- b) Graduate 本科
- c) Professional school 大专
- d) High school 高中及以下

3) Job level 岗位层级

- a) High level leadership 高层管理人员
- b) Department manager 部级
- c) Team leader 基层管理
- d) Employee 员工

4) Department 部门

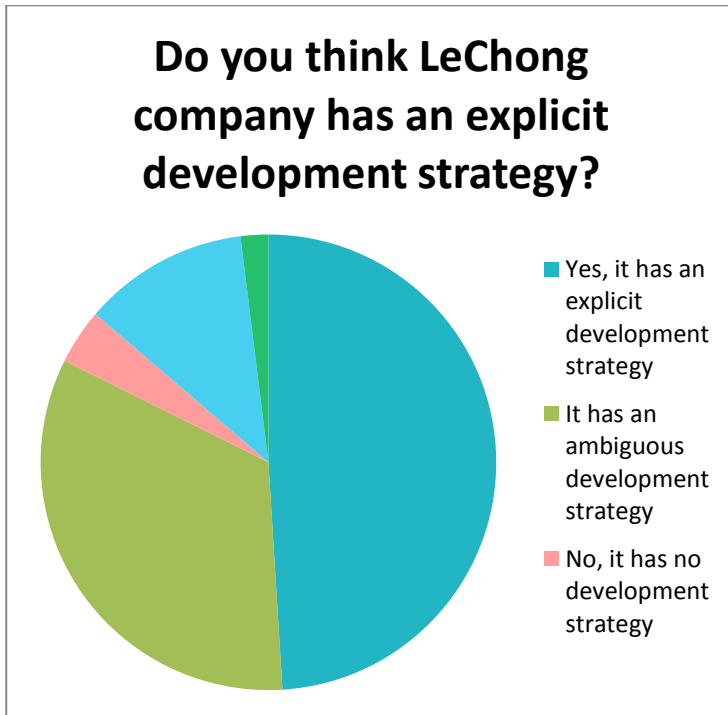
- a) Manager's office 总经办
- b) Operation department 运营部门
- c) Marketing department 市场部门
- d) Sales department 销售部门

- e) Technical department 技术部门
- f) Information department 信息部门
- g) LeChong online store 乐宠商城
- h) Customer service department 客服部门
- i) Creative department 创意部门
- j) Logistic and transportation department 物流部门
- k) Editorial office 编辑部门
- l) Order server center 订单中心
- m) Product development department 产品研发中心
- n) Distribution department 分销部门

## Results of the Questionnaire of LeChong Company's Internal Communication Management

### 1. Strategic aspect

Q1: Do you think LeChong company has an explicit development strategy ?



Options	Results
Yes, it has an explicit development strategy	25
It has an ambiguous development strategy	17
No, it has no development strategy	2
I don't know	6
I don't care	1

Total 51

Q2:Do you think it is necessary to let all employees fully understand the company's strategy ?



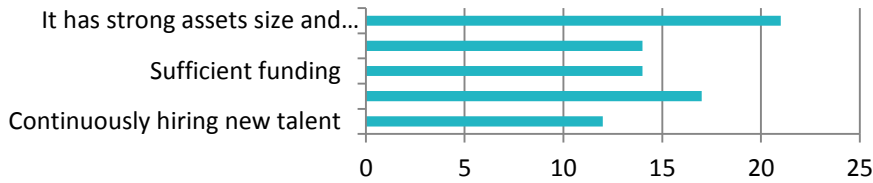
Options	Results
Yes	37
No	5
I don't know	8
I don't care	1

Total 51

Q3:What do you think about the company's internal advantages ? ( Max 2 choices )



**What do you think about the company's internal advantages?  
(Max 2 choices)**

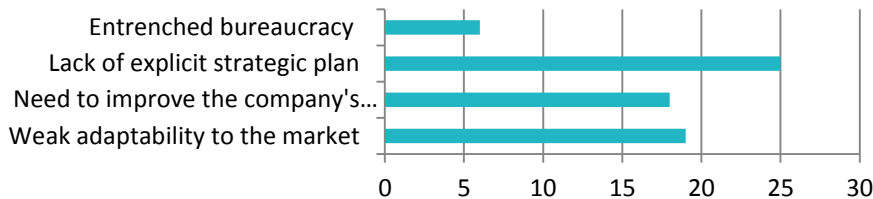


Options	Results
It has strong assets size and guaranteed credit	21
Leadership has explicit objectives	14
Sufficient funding	14
Optimistic employees	17
Continuously hiring new talent	12

Totla 51

Q4:What do you think about the company's internal disadvantage ? ( Max 2 choices )

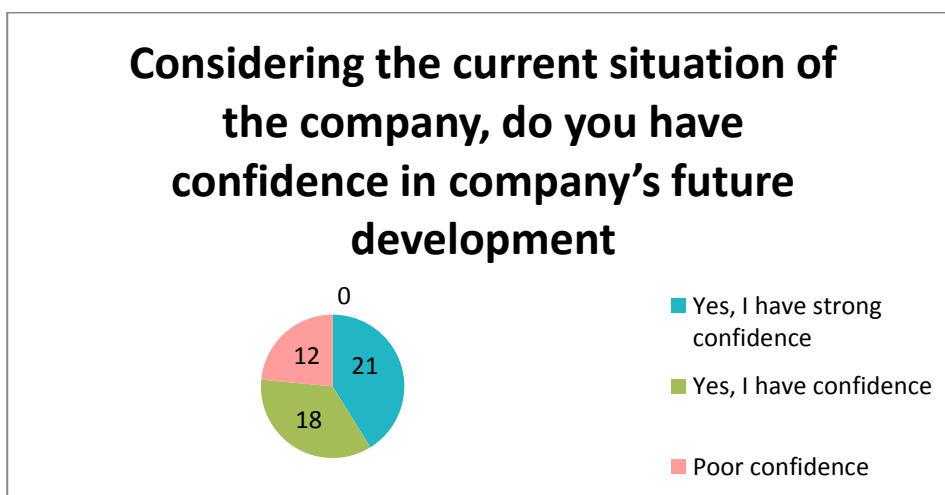
**What do you think about the company's internal disadvantage?  
(Max 2)**



Options	Results
Entrenched bureaucracy	6
Lack of explicit strategic plan	25
Need to improve the company's management	18
Weak adaptability to the market	19

Total 51

Q5: Considering the current situation of the company, do you have confidence in company's future development ?



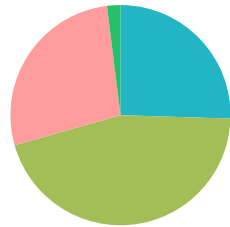
Options	Results
Yes, I have strong confidence	21
Yes, I have confidence	18
Poor confidence	12
No confidence	0

Total 51

## 2. Internal organization and business process

Q1: What do you think about the company's overall organizational efficiency ?

## What do you think about the company's overall organizational efficiency?



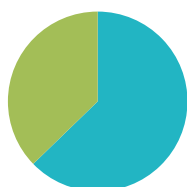
- Very good
- Good
- Ordinary
- Poor
- Very poor

Options	Results
Very good	13
Good	23
Ordinary	14
Poor	0
Very poor	1

Total 51

Q2: Can the back-office efficiently provide services to the front office ?

## Can the back-office efficiently provide services to the front office?

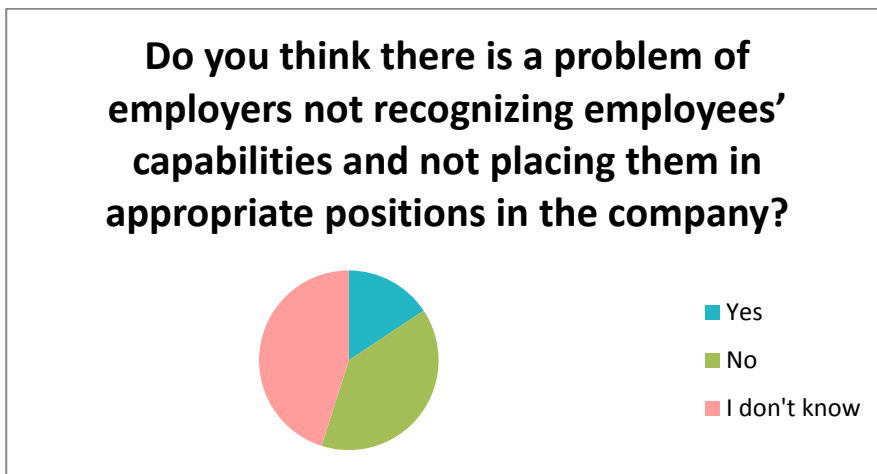


- Yes
- Yes, but not very efficiently
- No

Options	Results
Yes	32
Yes, but not very efficiently	19
No	0

Total 51

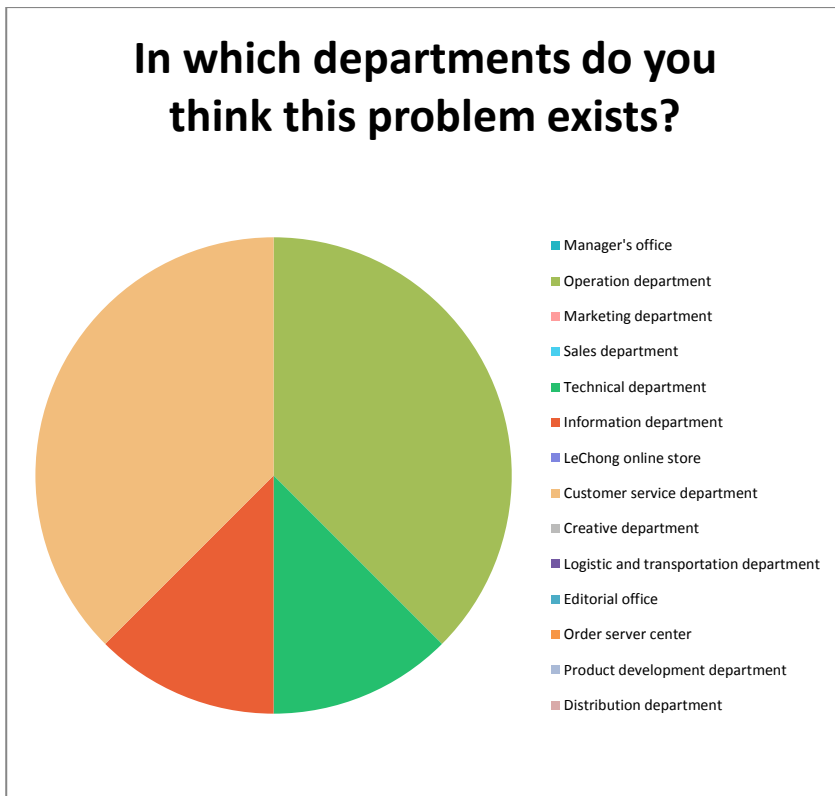
Q3:Do you think there is a problem of employers not recognizing employees' capabilities and not placing them in appropriate positions in the company ?



Options	Results
Yes	8
No	20
I don't know	23

Total 51

Q4: In which departments do you think this problem exists ?

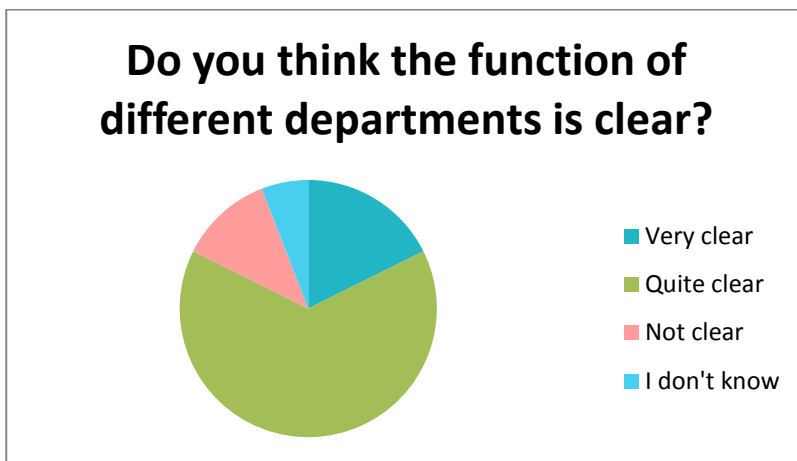


Options	Results
Manager's office	0
Operation department	3
Marketing department	0
Sales department	0
Technical department	1
Information department	1
LeChong online store	0
Customer service department	3
Creative department	0
Logistics and transportation department	0
Editorial office	0

Order server center	0
Product development department	0
Distribution department	0

Totale 8

Q5:Do you think the function of different departments is clear ?

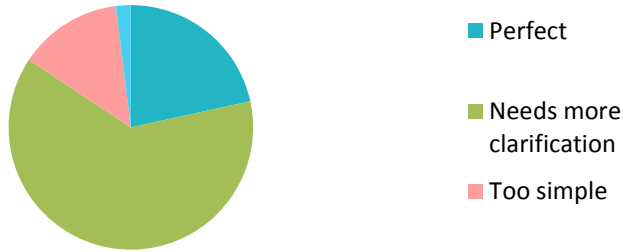


Options	Results
Very clear	9
Quite clear	33
Not clear	6
I don't know	3

Total 51

Q6:Do you think the description of the department's responsibility is clear ?

### Do you think the description of the department's responsibility is clear?

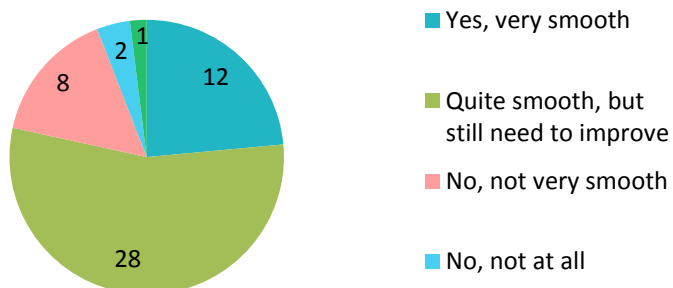


Options	Results
Perfect	11
Needs more clarification	32
Too simple	7
I don't know	1

Total 51

Q7: Do you think the cooperation among departments is smooth ?

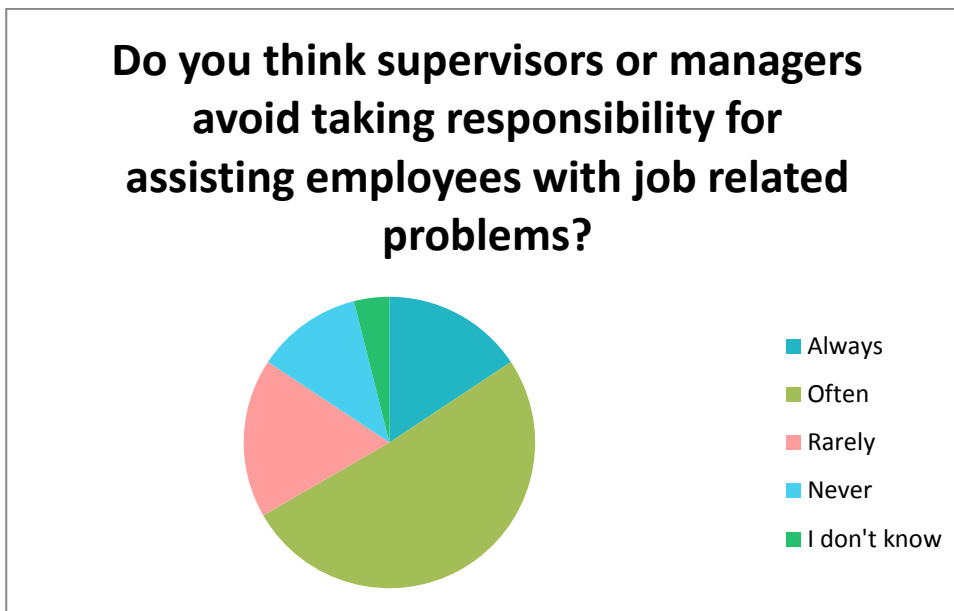
### Do you think the cooperation among departments is smooth?



Options	Results
Yes, very smooth	12
Quite smooth, but still need to improve	28
No, not very smooth	8
No, not at all	2
I don't know	1

Total 51

Q8:Do you think departments avoid taking responsibility for the problems ?

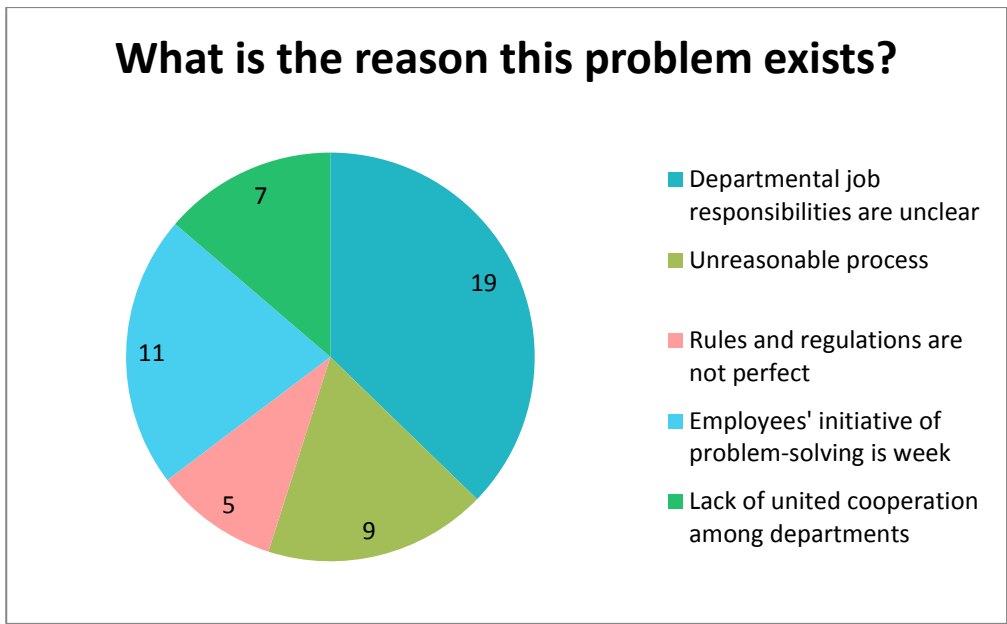


Options	Results
Always	8
Often	26
rarely	9
Never	6
I don't know	2

Total 51



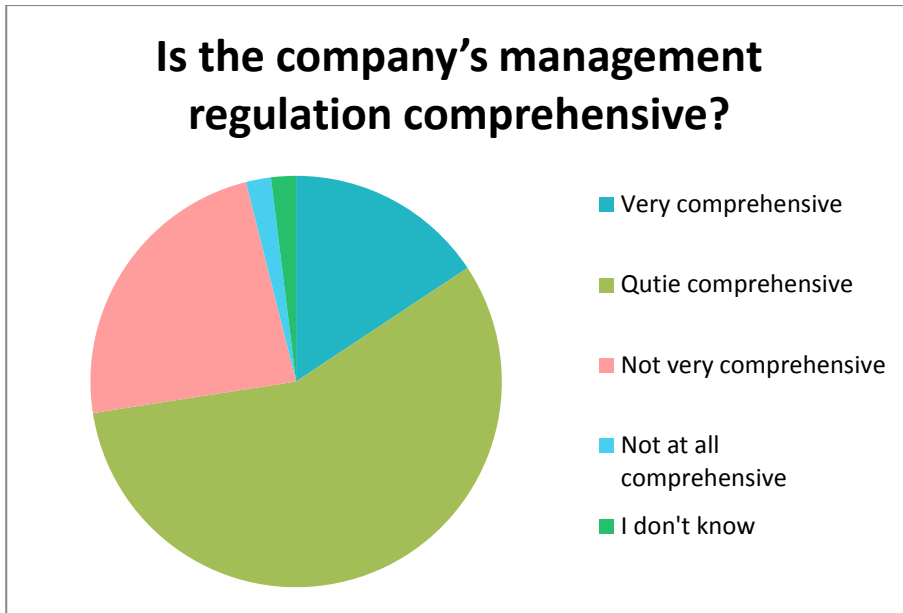
Q9:What is the reason this problem exists ?



Options	Results
Departmental job responsibilities are unclear	19
Unreasonable process	9
Rules and regulations are not perfect	5
Employee’s initiative of problem-solving is weak	11
Lack of united cooperation among departments	7

Total 51

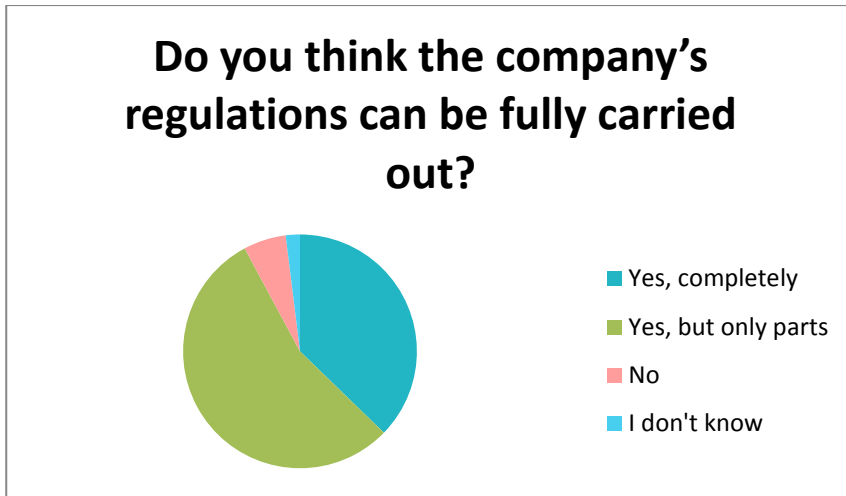
Q10: Is the company's management regulation comprehensive ?



Options	Results
Very comprehensive	8
Quite comprehensive	29
Not very comprehensive	12
Not at all comprehensive	1
I don't know	1

Total 51

Q11:Do you think the company's regulations can be fully carried out ?



Options	Results
Yes, completely	19
Yes, but only parts	28
No	3
I don't know	1

Total 51

Q12:If you turn to your superior for help, does he always tell you to wait before he turns to his superior to get the answer ?

**If you turn to your superior for help, does he always tell you to wait before he turns to his superior to get the answer?**

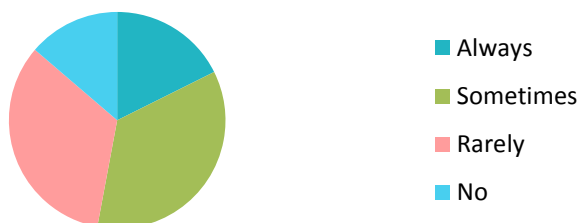


Options	Results
Always	7
Sometimes	24
Rarely	19
No	1

Total 51

Q13:Are multiple tasks assigned by different superiors ?

**Are multiple tasks assigned by different superiors?**

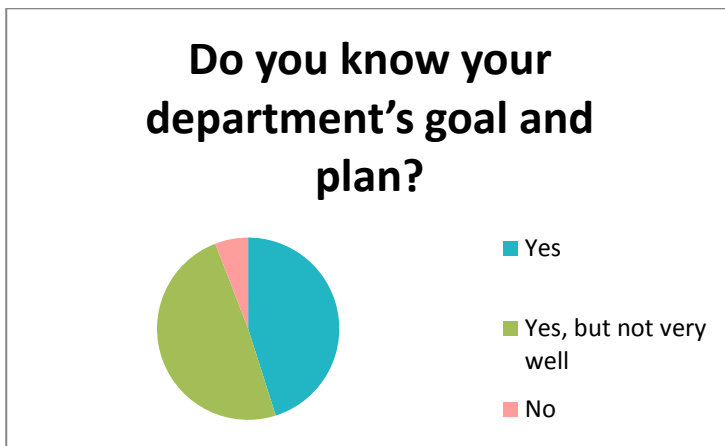


Options	Results

Always	9
Sometimes	18
Rarely	17
No	7

Total 51

Q14:Do you know your department's goal and plan ?



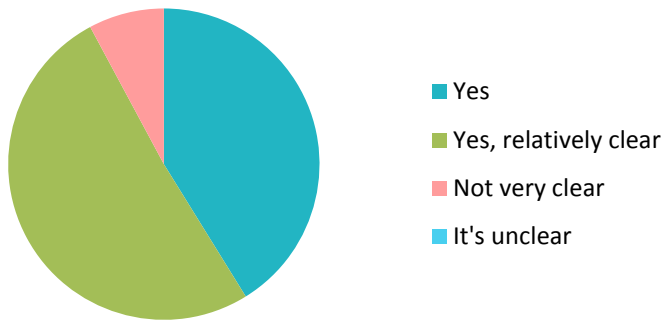
Options	Results
Yes	23
Yes, but not very well	25
No	3

Total 51

### 3. Job

Q1:Do you think your job responsibility is clear ?

## Do you think your job responsibility is clear?



Options	Results
Yes	21
Yes, relatively clear	26
Not very clear	4
It's unclear	0

Total 51

Q2: Is it clear what decisions you are allowed to make on your own without having to consult your supervisor ?

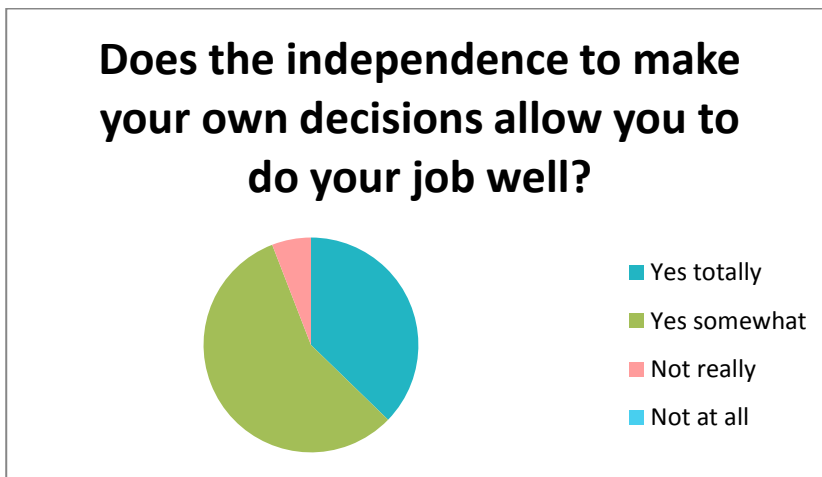
## Is it clear what decisions you are allowed to make on your own without having to consult your...



Options	Results
Yes	19
Yes, relatively clear	27
Not very clear	5
It's unclear	0

Total 51

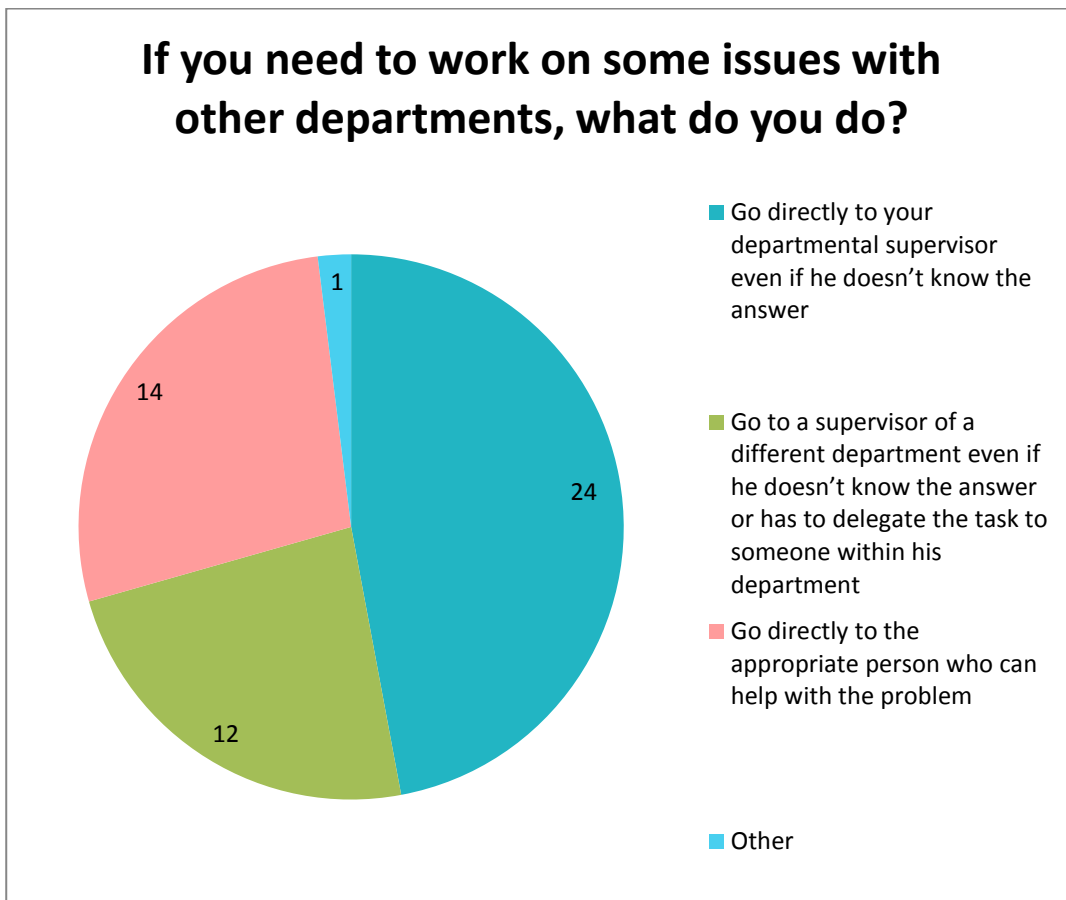
Q3: Does the independence to make your own decisions allow you to do your job well ?



Options	Results
Yes totally	19
Yes somewhat	29
Not really	3
Not at all	0

Total 51

Q4:If you need to work on some issues with other departments, what do you do ?

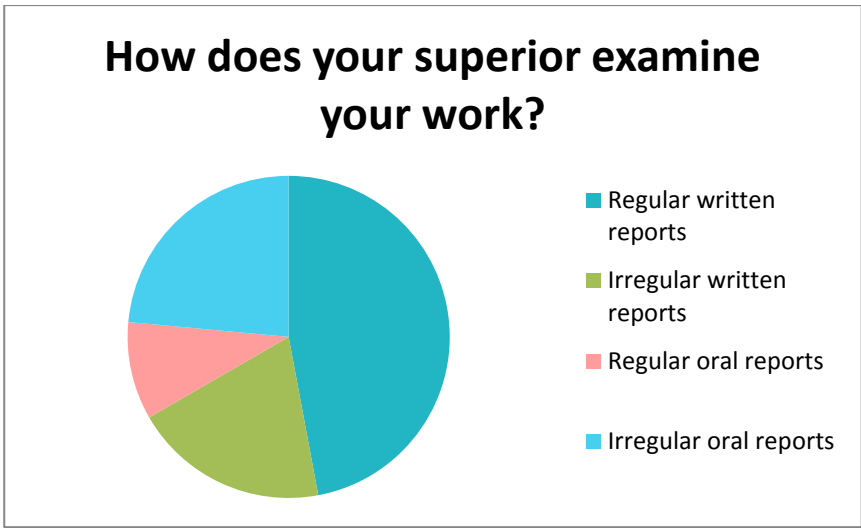


Options	Results
Go directly to your departmental supervisor even if he doesn't know the answer	24
Go to a supervisor of a different department even if he doesn't know the answer or has to delegate the task to someone within his department	12
Go directly to the appropriate person who can help with the problem	14
Other	1

Total 51



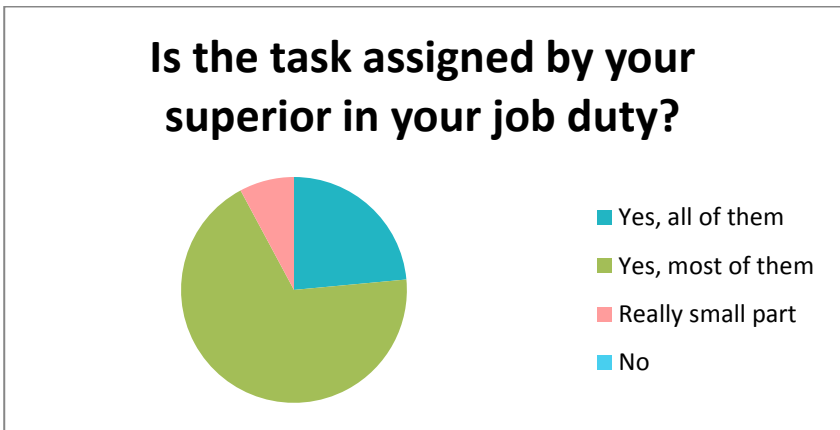
Q5:How does your superior examine your work ?



Options	Results
Regular written reports	24
Irregular written reports	10
Regular oral reports	5
Irregular oral reports	12

Total 51

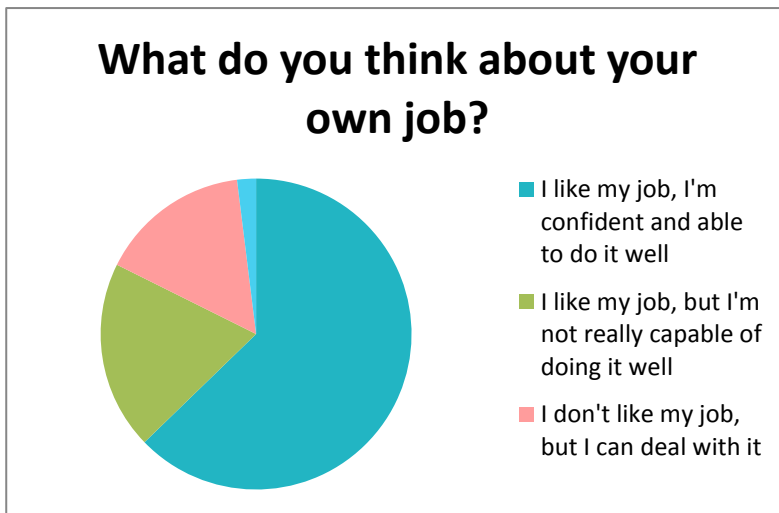
Q6:Is the task assigned by your superior in your job duty ?



Options	Results
Yes, all of them	12
Yes, most of them	35
Really small part	4
No	0

Total 51

Q7:What do you think about your own job ?



Options	Results
I like my job, I'm confident and able to do it well	32
I like my job, but I'm not really capable of doing it well	10
I don't like my job, but I can deal with it	8
I don't like my job and I want to leave it	1

Total 51

Q8:How do you make your own work goal and tasks ?

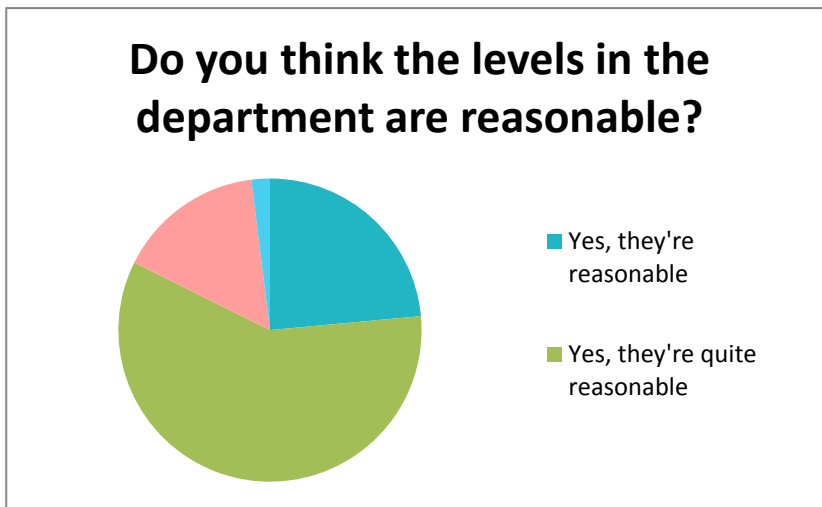


Options	Results
Completely decided by superior	17
Completely decided by myself	7
Decided after the discussion with my superior	27
I don't have clear goals and tasks	0

Total 51

#### 4. Salary and performance

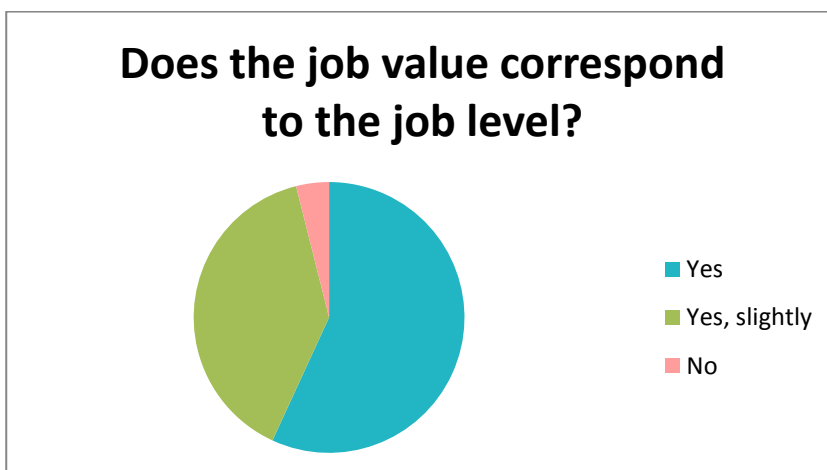
Q1: Do you think the levels in the department are reasonable ?



Options	Results
Yes, they're reasonable	12
Yes, they're quite reasonable	30
Not really reasonable, they need to be regulated	8
Not reasonable, they must be regulated	1

Total 51

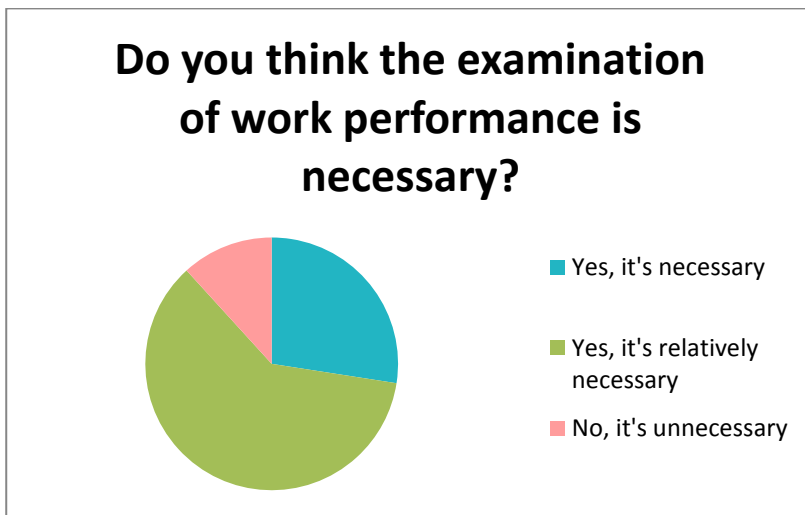
Q2: Does the job value correspond to the job level ?



Options	Results
Yes	29
Yes, slightly	20
No	2

Total 51

Q3:Do you think the examination of work performance is necessary ?

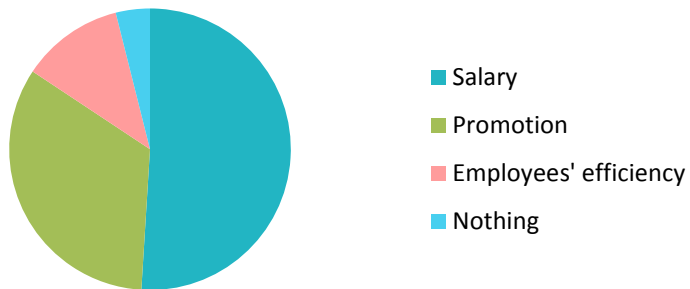


Options	Results
Yes, it's necessary	14
Yes, it's relatively necessary	31
I don't know	6

Total 51

Q4:How are the results of work performance examination used ?

## How are the results of work performance examination used?

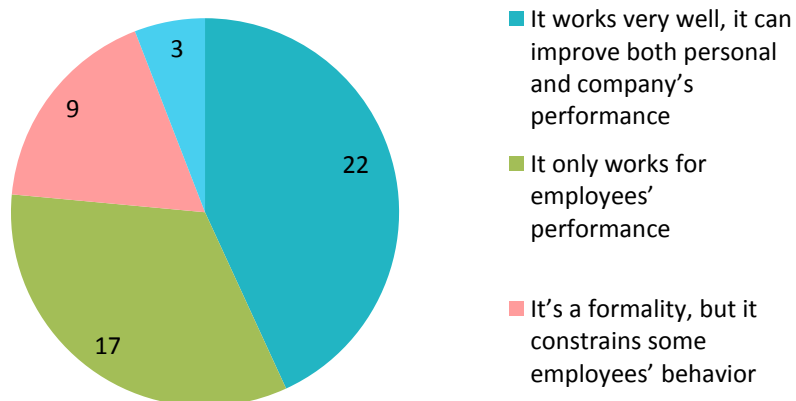


Options	Results
Salary	26
Promotion	17
Employee's efficiency	6
Other	2

Total 51

Q5:What do you think about the examination of work performance ?

## What do you think about the examination of work performance?

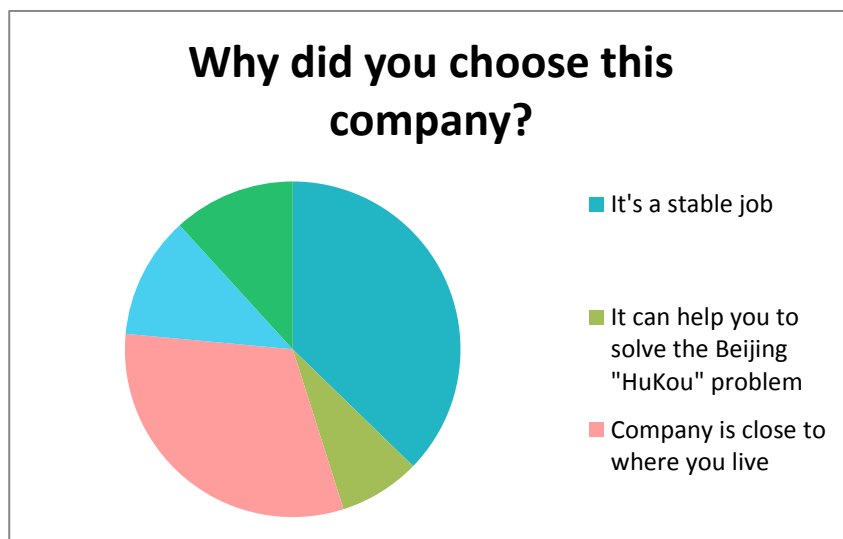


Options	Results
It works very well, it can improve both personal and company's performance	22
It only works for employees' performance	17
It's a formality, but it constrains some employees' behavior	9
It doesn't have any effects	3

Total 51

## 5. Training and employees' development

Q1: Why did you choose this company ?

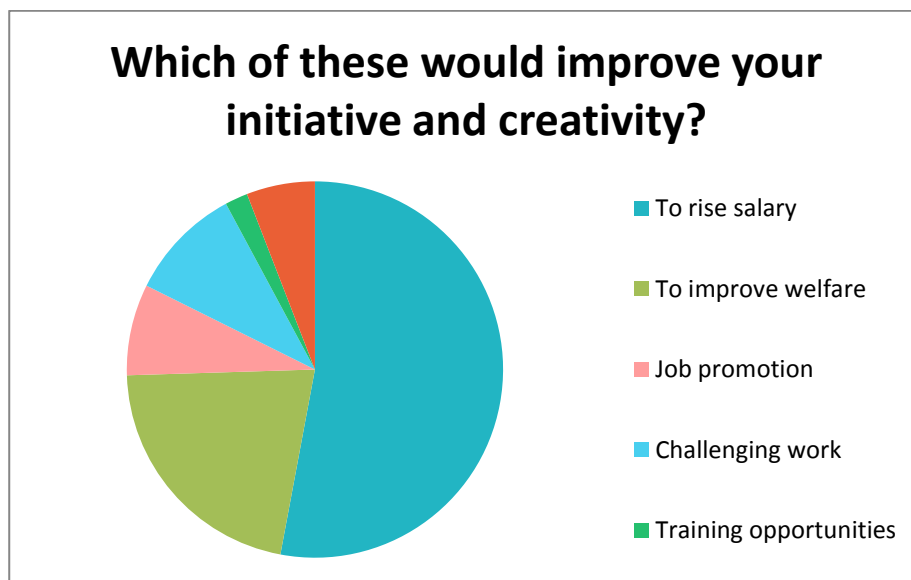


Options	Results
It's a stable job	19
It can help you to solve the Beijing "hukou" problem	4
Company is close to where you live	16

Company provides good remuneration	6
Other	6

Total 51

Q2:Which of these would improve your initiative and creativity ?



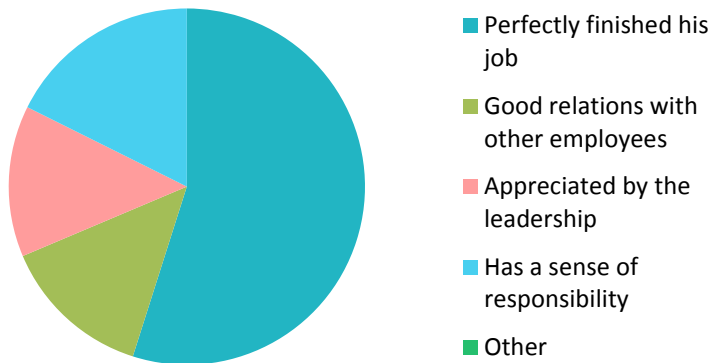
Options	Results
To raise salary	27
To improve welfare	11
Job promotion	4
Challenging work	5
Training opportunities	1
Approve of your superior	3
Other	0

Total 51

Q3:the reason for those who got promotion is ?



### The reason for those who got promotion is?

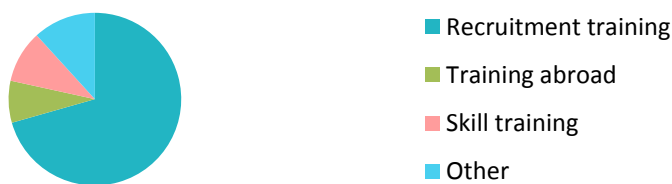


Options	Results
Perfectly finished his job	28
Good relations with other employees	7
Appreciated by the leadership	7
Has a sense of responsibility	9
Other	0

Total 51

Q4: Since you've been working in the company, what kind of training have you had ? ( Choose all that apply )

### Since you've been working in the company, what kind of training have you had? (Choose all that apply)



Options	Results
Recruitment training	36
Training abroad	4
Skill training	5
Others	6

Total 51

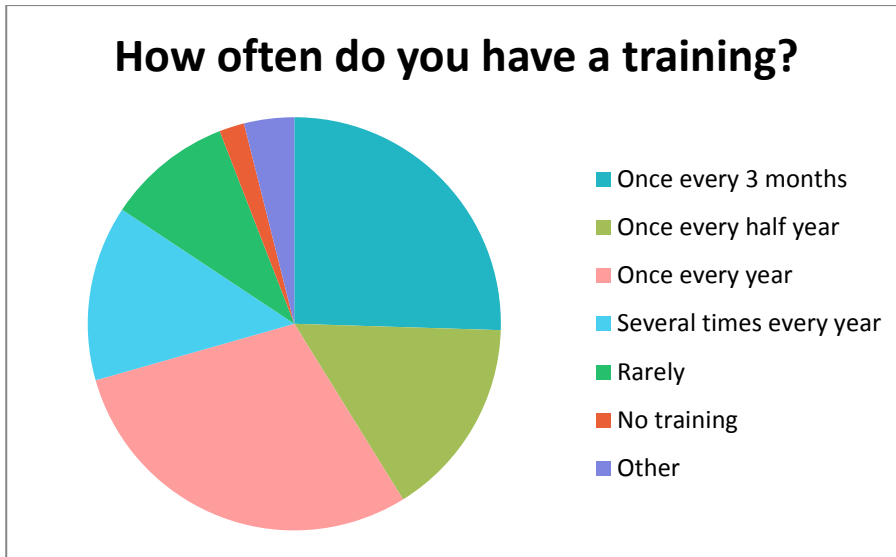
Q5:What kind of trainings do you want to have ? ( Choose all that apply )



Options	Results
Recruitment training	5
Training abroad	7
Skill training	19
Management training	14
Sales training	2
Other	4

Total 51

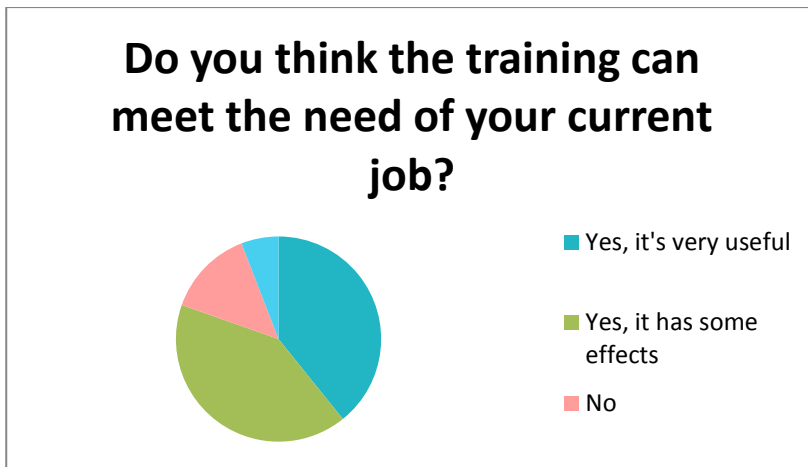
Q6:How often do you have a training ?



Options	Results
Once every 3 months	13
Once every half year	8
Once every year	15
Several times every year	7
Rarely	5
No training	1
Other	2

Total 51

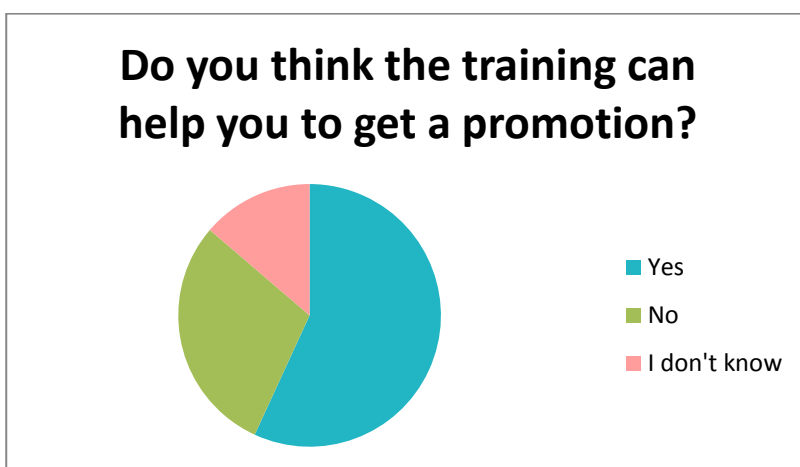
Q7:Do you think the training can meet the need of your current job ?



Options	Results
Yes, it's very useful	20
Yes, it has some effects	21
No	7
I don't know	3

Total 51

Q8:Do you think the training can help you to get a promotion ?

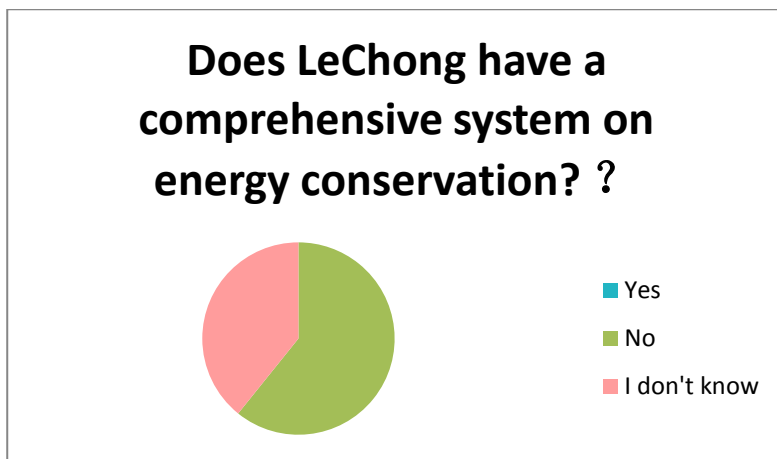


Options	Results
Yes	29
No	15
I don't know	7

Total 51

## 6. Energy conservation

Q1: Does LeChong have a comprehensive system on energy conservation ?



Options	Results
Yes	0
No	31
I don't know	20

Total 51

Q2: Does LeChong have a clear goal on energy conservation ?

### Does LeChong have a clear goal on energy conservation?

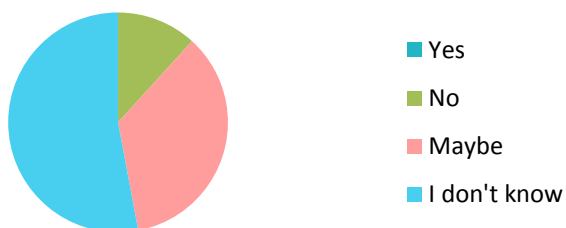


Options	Results
Yes	0
No	27
I don't know	24

Total 51

Q3: Can LeChong always carry out any actions of energy conservation following the law ?

### Can LeChong always carry out any actions of energy conservation following the...

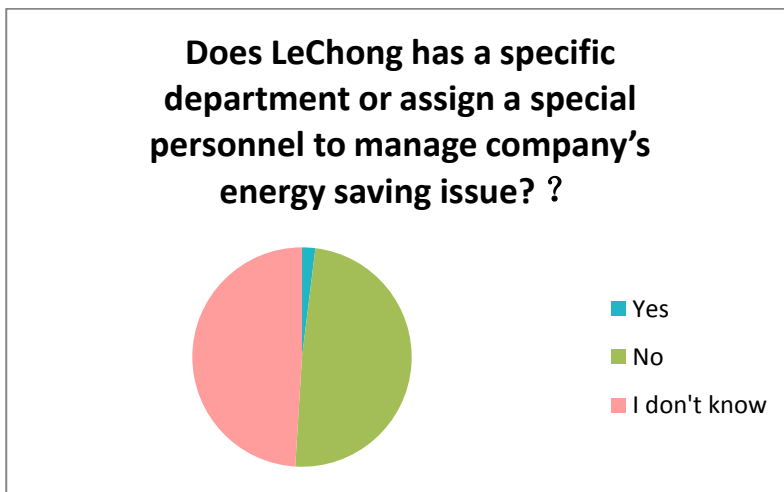


Options	Results
Yes	0
No	2
Maybe	24
I don't know	25

Yes	0
No	6
Maybe	18
I don't know	27

Total 51

Q4: Does LeChong has a specific department or assign a special personnel to manage company's energy saving issue ?

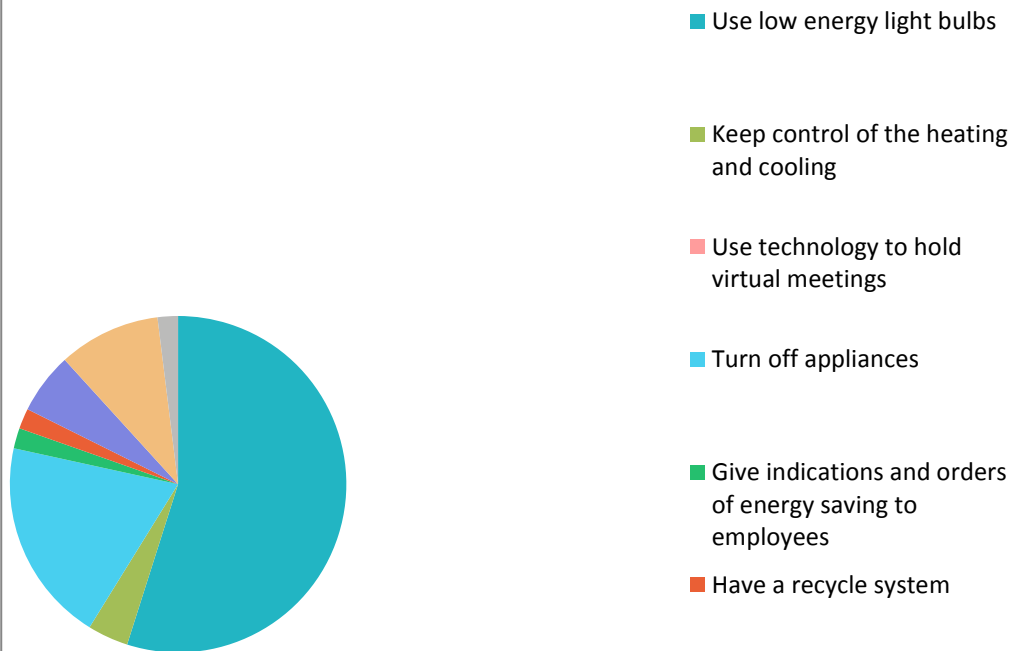


Options	Results
Yes	1
No	25
I don't know	25

Total 51

Q5: What are the main measures has LeChong done at work ?

## What are the main measures has LeChong done at work?

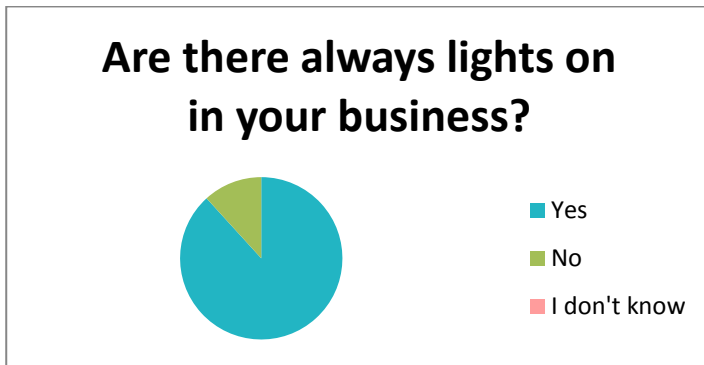


Options	Results
Use low energy light bulbs	28
Keep control of the heating and cooling	2
Use technology to hold virtual meetings	0
Turn off appliances	10
Give indications and orders of energy saving to employees	1
Have a recycle system	1
Allow employees to work from home on alternate days	3
Reduce paper wastage	5
Publicly discourage the excessive use of lighting or electricity	1

Total 51



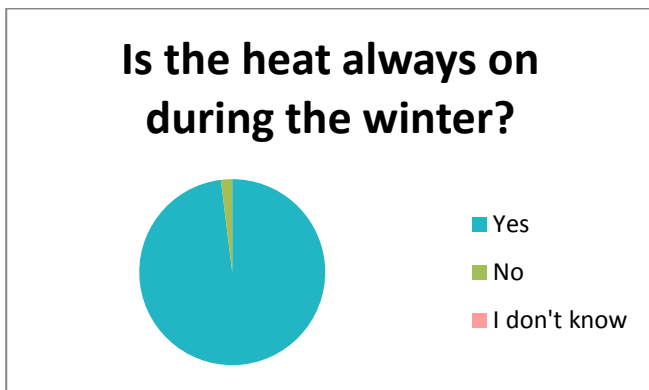
Q6: Are there always lights on in your business?



Options	Results
Yes	45
No	6
I don't know	0

Total 51

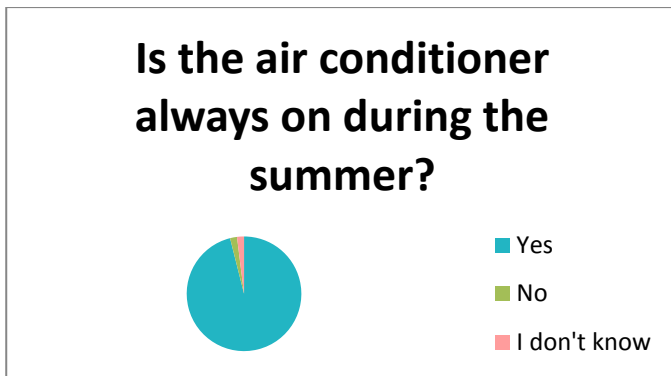
Q7: Is the heat always on during the winter?



Options	Results
Yes	50
No	1
I don't know	0

Total 51

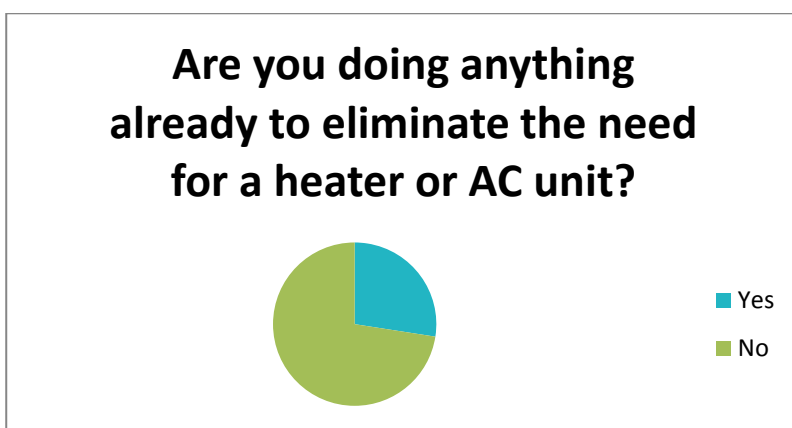
Q8: Is the air conditioner always on during the summer ?



Options	Results
Yes	49
No	1
I don't know	1

Total 51

Q9: Are you doing anything already to eliminate the need for a heater or AC unit ?

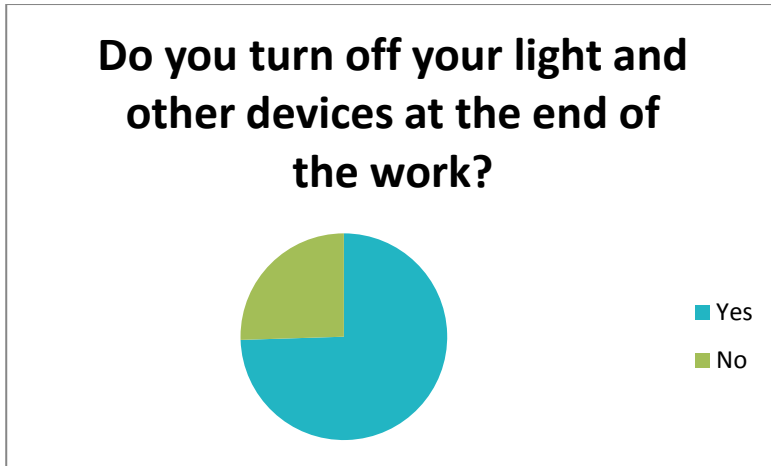


Options	Results
Yes	14

No	37
----	----

Total 51

Q10:do you turn off your light and other devices at the end of the work ?

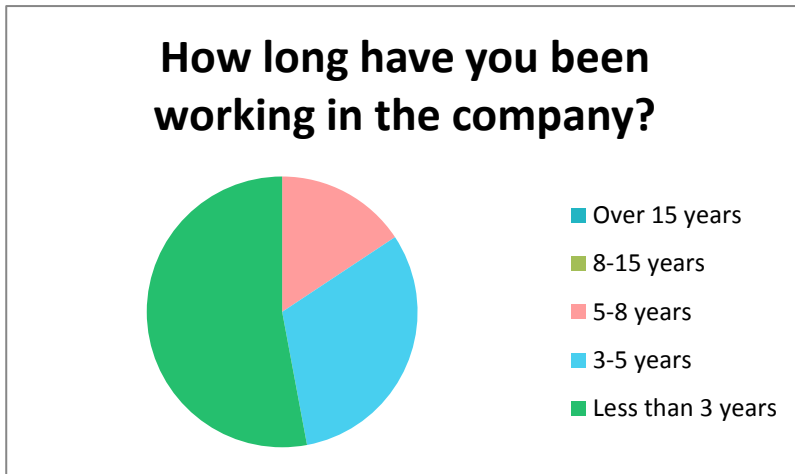


Options	Results
Yes	38
No	13

Total 51

## 7. Personal information

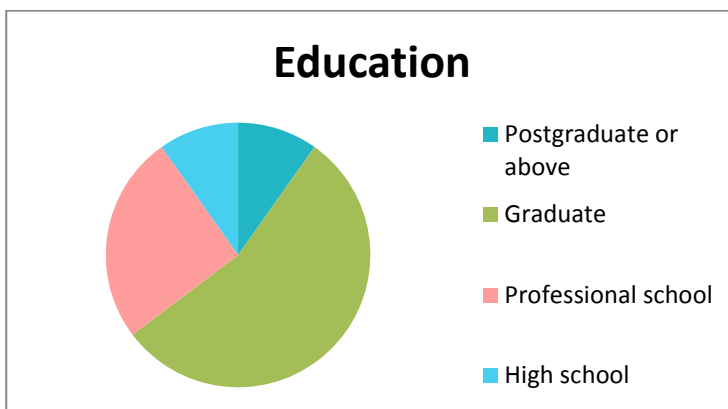
Q1:How long have you been working in the company ?



Options	Results
Over 15years	0
8-15 years	0
5-8 years	8
3-5 years	16
Less than 3 years	27

Total 51

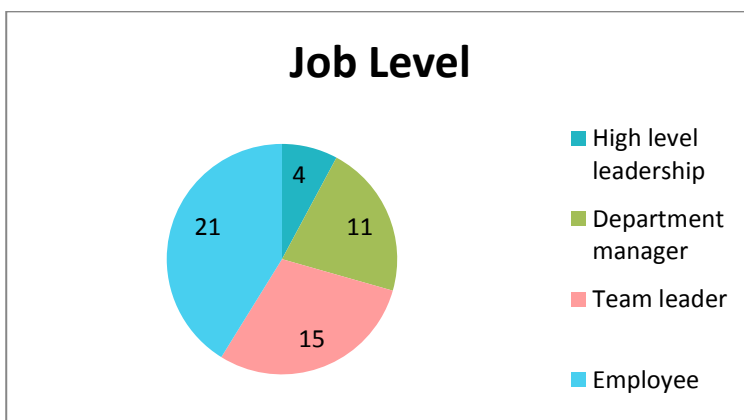
Q2:Education



Options	Results
Postgraduate or above	5
Graduate	28
Professional school	13
High school	5

Total 51

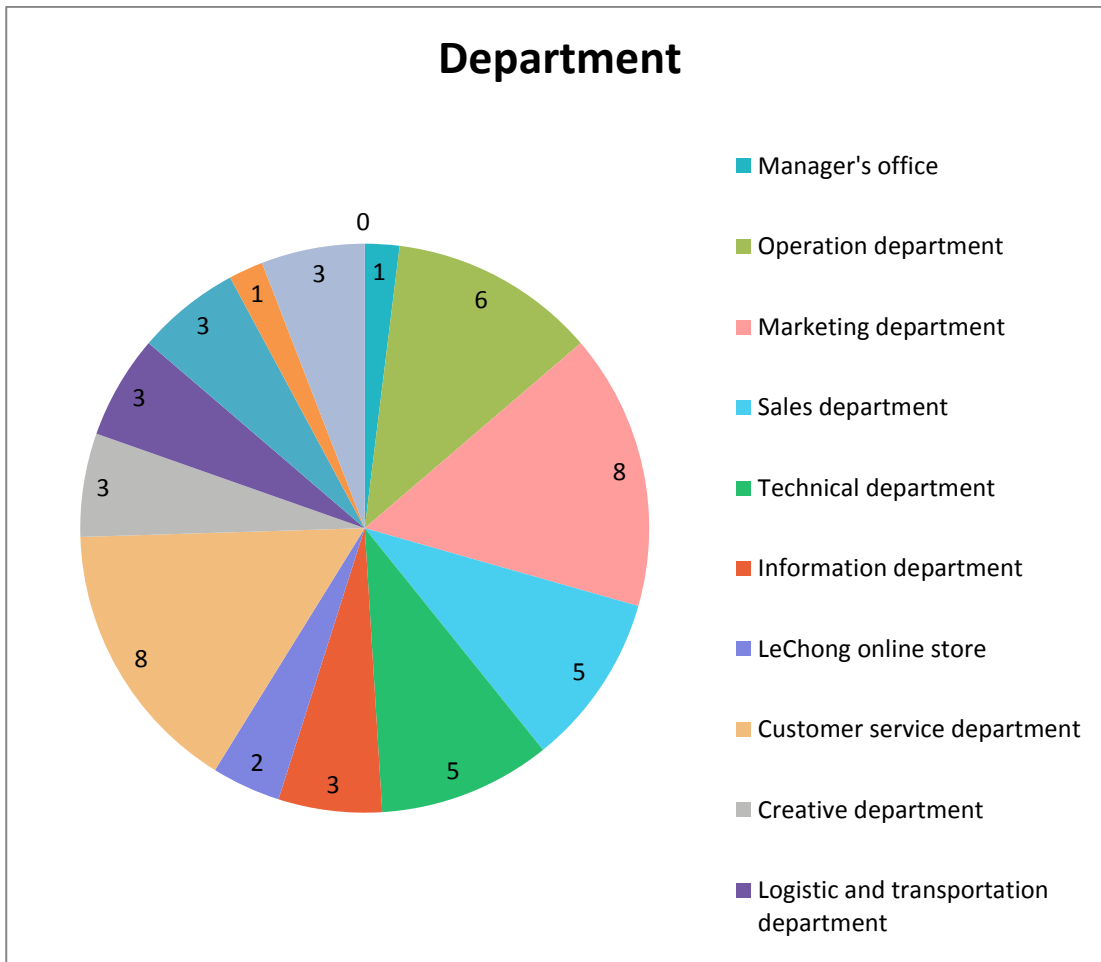
### Q3:Job level



Options	Results
High level leadership	4
Department manager	11
Team leader	15
Employee	21

受访人数 51

## Q4:Department



Options	Results
Manager's office	1
Operation department	6
Marketing department	8
Sales department	5
Technical department	5
Information department	3
LeChong online store	2
Customer service department	8

Creative department	3
Logistic and transportation department	3
Editorial office	3
Order server center	1
Product development department	3
Distribution department	0

Total 51

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