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Management Communications: Perspectives from Tourism and Hospitality Industry

Vikrant Kaushal
Suman Sharma

Introduction

Communication is inherent to the management processes and the need of a larger investment in employee support and communication system is indispensable and should be considered critical for the managers (Mullins, 2005). Despite the crucial nature of communication in organizations, managers often struggle to communicate internally and externally to various stakeholders. This may be due to several reasons including inability to identify appropriate parties to communicate the message, improper selection of communication techniques, insufficient time allocation for communication and inadequate training of managers to effectively carry out the communication process (Dow & Taylor, 2008). It is well established that as the individuals' organizational positions rise the need and extent of communication swells as well, inasmuch as fifty percent of managers' time and over seventy five percent of top executives' time is spent on communications with the people of the organization.

Another view pertains to streamlining communication via minimization of factors that impede obstacle-free and quality communications. One such factor is the decentralization, which has been offered as an ingredient to proper and increased management communication (Bacharach & Aiken, 1977). Decentralization helps put communication in shape. It is important to note that in organizations, the power in communication is asymmetrically distributed (Kikauer, 2008) and decentralization may work towards reducing existing abnormalities or asymmetries in communications. Mohr and Spekman (1994) sum up the tenets that firms should consider for effective managerial communication, namely quality, extent and participation. Roberts and O'reilly (1974) identify three factors that significantly impact upward communication including interpersonal trust affecting openness of employees, superiors' influence on subordinates and lastly the mobility of proper information upward in the scalar chain.

With this starting point on the necessity and relevance of management communication, this chapter initiates with the viewpoints of scholars on organizational communication and presents an overview of the ways that can make operations more effective. Then the pertinent aspects of management communication in the context of tourism and hospitality industries have been elaborated. With added complexities, the functionality of leisure businesses remain closer to the typical small, medium or large establishments engaged in the production and dissemination of products and services. The irony lies in the fact that despite the significance of managerial communications the academic discourse over its applications in hospitality and tourism sectors remain scarce. This chapter sets out to establish relevance of communications in tourism