авторських соціальних проектів і розробці презентації цих проектів в програмі Microsoft PowerPoint та ін.

Можемо констатувати, що креативно-діяльнісний підхід забезпечує умови для формування умінь: творчо і свідомо обирати способи перетворюючої діяльності; планувати, прогнозувати і передбачати її результати; оцінювати ефективність професійної діяльності; мислити системно, аналітично і комплексно; здійснювати проектну діяльність; оцінювати раціональність прийнятих рішень; активізувати власну мотиваційну спрямованість тощо.

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COMMUNICATION IN MANAGEMENT

Communication in management can be examined from four views: communication within management (horizontal-diagonal), top-down communication, bottom-up communication and informal communication.

1. Horizontal and Diagonal Communication

Communication (horizontal and diagonal) (Durbin, 1988: 366-368) within the management group is very significant, because it is a

prerequisite for communication with the corporate personnel. Research has shown that most communication losses –approximately ¾ of the total loss– occur within the management group. This leads to the conclusion that if communication in these levels does not function properly, then it is very likely that it does not function properly in the level of ordinary employees.

In order to ensure communication inn this level and to generate positive results, the following actions may prove useful:

a. Create Realistic Organisation Charts: The management should be aware of the official and the informal corporate structure and the existing power relations.

b. Generate Job Descriptions: The responsibilities and duties of every post should be defined, the authority of the holder of the post and the channels of communication (horizontal, vertical) that should be followed have to be delineated.

c. Evaluation of Employee Efficiency: The actual and formal suitability, of the holder of every position should be estimated and the rate of employee turnover should be defined.

d. Organisation of Joint Interdepartmental Tasks: Both the directors and the employees of lower hierarchy levels should participate in these task forces.

e. Discouragement of Authoritarian Behaviour and Interdepartmental Friction: Favouritism between departments should be discouraged, while goals and expectations for the various departments should be uniformly set.

Another effort, that is considered necessary in some companies, is the operation of a restaurant, canteen or meeting-recreation space for the management executives who promote this type of communication. Other media that can be used are letters, books, leaflets, magazines as well as open structured meetings to discuss problems and exchange opinions.

2. Top-down Communication

This is the traditional form of communication in companies and organisations which indicates the flow of information from the higher echelons of the hierarchy to the lower ones (Chyteris, 1996: 281-282). Its main aim is to advise, to inform and to guide the employees as well as to evaluate their performances. Moreover, it provides information about corporate goals and policies.

Top-down communication may be judged, altered or terminated in every echelon of the hierarchy, as the executives decide what must be passed on to the workforce. Problems in top-down communication are created when supervisors do not provide their subordinates with the information that is required so that they effectively discharge their duties. Management executives are often overoptimistic regarding the accuracy and comprehensiveness of top-down communication. In reality, they fail to publicise important information – such as a policy change in the higher echelons – or to effectively guide their subordinates regarding the mode of discharging their duties. The abovementioned lack of communication is often purposeful, as in cases where management executives withhold information, so that the employees depend on them.

In order to improve this type of communication, which is so important for the function and the survival of an organization, supervisors should follow certain principles in the employment level. Thus, they should provide their subordinates with appropriate information; adopt a positive communicative stance; and trust their subordinates. A positive supervisor strives to share the data he possesses with the employees, according to their needs and helps them feel and be informed. In this way a positive climate of communication and close interpersonal relations develops, which is typified by mutual trust. Supervisors should structure communication. No management policies or strategies can be complete and effective, if there is no provision for its transmission to the people affected by it. Several methods of communication should be used in every company or service, but the choice of anyone depends on the goal that the management wishes to achieve and on the possibility of success that it guarantees (Patterson, 1994: 44-48). Moreover, it is often prudent to utilize more than one method to transmit the same piece of information in a mutually reinforcing way.

3. Bottom-up Communication

This form of communication (Chyteris, 1996: 282-284) concerns the flow of information which originates in the lower echelons in the hierarchy and terminates in the higher ones. It is very significant and necessary since it complements the previous form and provides the opportunity to subordinates to convey what they wish, and feel satisfaction. On the other hand, it offers the opportunity to supervisors

to monitor their own messages and to have a better picture of the situation.

Nevertheless, in most companies and services it appears that bottom-up communication is less effective than its top-down counterpart, as can be evidenced by the fact that senior management executives are not aware of the true state of the company, especially as regards issues pertaining to dissatisfaction, critique and the employees, ideas, while they often possess relatively good and timely data regarding issues of goods, production, cost and quality. Bottom-up communication is more likely to be filtered, condensed and falsified by the supervisors, who consider it their duty to protect the senior management executives from inconsequential information emanating from the lower echelons. In addition, the supervisors may withhold information which might negatively affect their own relations with senior management executives.

However, both bottom-up and top-down communication are complementary forms of communication. Each forms a prerequisite for the good functioning of the other. In order to encourage and improve this form of communication, the management and every supervisor, they should firstly guarantee a positive climate of communication and emphasise dialogue for the maintenance of human relations and daily contact with the personnel. The employees, on their part, should seek dialogue and meetings with their supervisors, so as to clarify messages, to contribute to the solutions of problems as well as the smooth execution of tasks.

4. Informal or unofficial communication and rumours

Alongside formal communication, i.e., that recognized and legitimised by the formal structure, there is the informal variant. This is communication that is not specified by regulations, and is not systematic or planned. It is the flow of information between the members of an organisation outside the structures and the procedures that are officially recognised. The informal organisational structures reflect the disadvantages of the formal structures (they develop in order to satisfy the participants' needs), and are often veritable impediments to co-operation. The organisational and personal needs are not always aligned, which leads to disappointment and frustration because of the structural limitations. The more limited or ineffective formal communication is, the more developed the informal variant is, and visa-versa.

Management executives cannot effectively destroy these forms of communication or pretend that they are non-existent. Informal communication forms the natural result of the common co-operation of people on a daily basis as well as a necessary pre-requisite for employee satisfaction. Management executives should comprehend the role of informal communication, should appreciate it and utilize it realistically and to for the benefit of the company rather than negatively.

The term "rumours" refers to the system of communication through the unofficial organization comprised by the groups of the company that are based on friendly work relations or other interests (Zaremba, 1989). These rumours are often distributed through the unofficial or informal organization and are stories which are not genuine or accurate, although they may contain elements of truth. However, they may be destructive, because they deceive people. Rumours can be established, when people are confused, are insecure about their post, are frustrated, do not have control of their destiny and lack security.

The spread of rumours and untrue stories is also irritating to the management because they feel that this is harmful to the morale or the trust of the workforce to the management. In these cases, the management can enact various measures in order to limit rumours (Difonzo, Prashant & Rosnow, 1994: 57-60). However, it is inadvisable to make rumours vanish because they are normally integrated with the social relations between people. The best way to limit rumours is to provide immediate and accurate information to the employees at all times especially on issues that are important to them. They must therefore know where they are standing and where they are heading. This can be achieved through the creation of a stable environment, through which they feel that they are accepted and secure.

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THE CONCEPT OF COMMUNICATION
IN THE WORK SECTOR

1. Concept, content and meaning of communication

Communication is the total of written, oral and pictorial meanings that flow directly or indirectly within a company from one person to another and are intended to impact the ideas, affects, actions and behaviour of individuals (Armstrong, 1988: 615-631). Communication is not a mere transfer of information or meanings. It is also a process of contact, mutual comprehension and interaction between people and groups.

Communication among the employees in a company is not only related to the execution of tasks, but refers to the whole spectrum of human relations. In other words, a distinction is made between the interpersonal dimension of communication (effective human relations) and its organizational dimension (formal communication channels imposed by the organizational structure for the transmission of information). Both dimensions are important, because if a company is appropriately organized (with suitable communication channels), so as to promote effective communication, it is also necessary for the individuals to be capable of communicating (ïê. to have communicative abilities and a common cognitive field), so as to transmit the messages effectively and to cause the suitable actions.

The importance of communication is immense in guaranteeing the smooth operation and development of a company. Management

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