

## Chapter 5

# International Management Success: Communication as an Essential Skill

**Jesús de Frutos-Belizón**  
*University of Cadiz, Spain*

**Susana Fernández Pérez de la Lastra**  
*University of Cadiz, Spain*

**Marta Ruiz-Martínez**  
*University of Cadiz, Spain*

### ABSTRACT

*International communication has become of paramount importance in the business environment, because of the increasing effects and influences of globalization. This chapter intends to explain the importance of communication, in terms of the processes involved, as well as the elements that contribute to effective communication. The purpose is to eliminate “noises” that can distort the intended message. Therefore, throughout the chapter, different forms of communication (written and oral) are identified, which can be applied in different situations, cultures, and contexts. In order to achieve effective written communication, a series of key criteria and suggestions are put forward. Specifically, techniques used in writing texts are examined, with an in-depth focus on the report, since this is the text type used most commonly by managers. On the other hand, focusing on the oral communication form, the factors necessary to establish effective oral communication are identified, considering certain particularities if this communication is carried out at an international level.*

DOI: 10.4018/978-1-5225-5781-4.ch005

## **INTRODUCTION**

This chapter addresses one of the main skills that a manager must develop: communication. It is necessary to understand that communication is an important pillar in society, as well as in organizations and their strategies. The adequate performance of a manager is based on, among other factors, the possession of communicative skills that allow him or her to effectively transmit to their employees the goals, plans and other important aspects of the organizations. Communication is one of the most important skills that a manager must have because it allows him or her to transmit information, to exchange or share ideas, and to influence the behavior of different interest groups (employees, shareholders, customers, suppliers, etc.) (Estaba, 2008). In the current context, communication skills are considered to be strategic resources for organizations because such skills allow them to compete better in both national and international markets.

Taking this into account, this chapter discusses the importance of communication, the processes and elements involved in communication, how this process is executed, and some aspects to be considered for effective communication. Additionally, the chapter focuses on the competitive globalized environment and the importance of taking care over communicative aspects because communication is different in an international context. On the other hand, there are barriers to communication that need to be identified, in order to eliminate or minimize them. In business communication, it is important to use the appropriate transmission code according to the circumstances. It is important to keep in mind that human language consists of both non-verbal language (which includes gestures, body language etc. as opposed to words) and verbal language (which uses words). In turn, verbal communication can be divided into oral or written communication. While it is necessary to understand its use in the domestic market, this becomes essential at international level.

## **CONCEPT, ELEMENTS AND IMPORTANCE OF COMMUNICATION**

Communication is a human need that allows interaction between individuals, and in turn, the very development of society. In different civilizations, people have communicated with the objective of transmitting information, satisfying the need for socialization and affection. Therefore, communication is the basis of social life. We are always communicating.

Traditionally, communication has been defined as the transmission of signals through a code common to the sender and the receiver, a simple definition that has been used by numerous authors from different fields of knowledge. However, in the last 50 years, communication has become an object of study, and thus more complete and sophisticated definitions have appeared due to the importance that communication has acquired in many aspects of daily life but especially in business.

After analyzing these contributions (e.g. Ferrer & Clemenza, 2006; Heller, 1998; Robbins, 2004) and taking into account an international perspective, the following definition captures, in a more detailed way, the meaning of communication:

*Communication is the process in which two or more people exchange messages (ideas, feelings, behaviors and emotions) with similar codes to share meanings in order to be understood and influenced so that approaches are accepted, using channels that give better support to the transmission of information.*

23 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage:

[www.igi-global.com/chapter/international-management-success/209233](http://www.igi-global.com/chapter/international-management-success/209233)

## Related Content

---

### Corporate Entrepreneurship as a Tool for Organizational Improvement: The Case of Auto Parts Sector in Colombia

Ricardo Prada-Ospina (2018). *Handbook of Research on Intrapreneurship and Organizational Sustainability in SMEs* (pp. 317-341).

[www.irma-international.org/chapter/corporate-entrepreneurship-as-a-tool-for-organizational-improvement/202627](http://www.irma-international.org/chapter/corporate-entrepreneurship-as-a-tool-for-organizational-improvement/202627)

### Employee Acceptance and Use of Unified Communications and Collaboration in a Cross-Cultural Environment

Mario Silic, Andrea Backand Thomas Sammer (2017). *Remote Work and Collaboration: Breakthroughs in Research and Practice* (pp. 1-22).

[www.irma-international.org/chapter/employee-acceptance-and-use-of-unified-communications-and-collaboration-in-a-cross-cultural-environment/180092](http://www.irma-international.org/chapter/employee-acceptance-and-use-of-unified-communications-and-collaboration-in-a-cross-cultural-environment/180092)

### Practical Implications On How Established Companies Innovate With Startups: Tools and Guidelines for Innovation Managers

Andrea Back, Tina M. Werroand Lukas M. Peter (2019). *International Journal of R&D Innovation Strategy* (pp. 1-20).

[www.irma-international.org/article/practical-implications-on-how-established-companies-innovate-with-startups/250270](http://www.irma-international.org/article/practical-implications-on-how-established-companies-innovate-with-startups/250270)

### Formative Assessment and Certification in Lifelong Learning with Cognitive and Metacognitive Measurements

Edson P. Pimentel, Marcio Porto Feitosaand Nizam Omar (2012). *Organizational Learning and Knowledge: Concepts, Methodologies, Tools and Applications* (pp. 2008-2024).

[www.irma-international.org/chapter/formative-assessment-certification-lifelong-learning/58195](http://www.irma-international.org/chapter/formative-assessment-certification-lifelong-learning/58195)

### Creating Benevolent Organisations Through Dynamic Servant Leadership

Anju Bhartiand Ravinder Jit (2020). *International Journal of Responsible Leadership and Ethical Decision-Making* (pp. 34-45).

[www.irma-international.org/article/creating-benevolent-organisations-through-dynamic-servant-leadership/276747](http://www.irma-international.org/article/creating-benevolent-organisations-through-dynamic-servant-leadership/276747)