Czech University of Life Sciences in Prague

Faculty of Economics and Management

Department of Management

BACHELOR THESIS

Internal communication in a selected company

Šimon Kopsa

Supervisor: Ing. Richard Selby, Ph.D.

Study programme: Economics and Management

Declaration

I hereby declare that this bachelor thesis "Internal communication in a selected company" has been written only by myself and my supervisor of this thesis. Furthermore, I confirm that no sources have been used in the preparation of this thesis other than those indicated in the thesis itself.

In Prague 27.11.2014

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Šimon Kopsa

Čestné prohlášení

Prohlašuji, že svou bakalářskou práci "Vnitropodniková komunikace ve vybrané společnosti" jsem vypracoval samostatně, pod vedením vedoucího bakalářské práce. Jako autor uvedené bakalářské práce dále prohlašuji, že jsem v souvislosti s jejím vytvořením neporušil autorská práva třetích osob.

V Praze 27.11.2014

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Šimon Kopsa

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Internal communication in a selected company

Summary

This bachelor thesis deals with the importance of internal communication.

The subject of the thesis concerns the internal communications at Mountfield a.s.

The aim is to present suggestions to the company for improving communication in the corporate mission communications at the managerial level and strengthen employee loyalty. The work is divided into two parts - theoretical and practical.

The theoretical part focuses on the definition of communication, corporate culture, employee satisfaction and issues related to work.

The practical part concerns a questionnaire of the current state of society, from the analysis of the questionnaire follow the recommendation of the company.

Vnitropodniková komunikace ve vybrané společnosti

Souhrn

Bakalářská práce se zabývá problematikou významu vnitropodnikové komunikace.

Předmětem bakalářské práce je vnitropodniková komunikace ve společnosti Mountfield a.s.

Cílem práce je předložit podniku návrhy na zlepšení komunikace v oblasti firemního poslání komunikace na manažerské úrovni a posílení loajality zaměstnanců. Práce je rozdělena na dvě části, teoretickou a praktickou.

Teoretická část je zaměřena na definici komunikace, firemní kulturu, spokojenosti zaměstnanců a tématům, které souvisí s cílem práce. V praktické části je pomocí dotazníku zjištěn současný stav ve společnosti, z rozboru dotazníku vyplývají doporučení společnosti.

Klíčová slova

efektivní komunikace, firemní kultura, informační a komunikační technologie, komunikační dovednosti, komunikační proces, management, manažerská komunikace, motivace, organizace, vnitropodniková komunikace, vedení lidí

Table of content

1 Introduction

The theme of this study is the importance of internal communication. Communication in general is an important tool of interaction between the different actors, both in normal situations and in the work process. Effective management of communication and its control is essential for proper communication content and obtain adequate feedback.

Out of verbal communication is an important aspect also nonverbal communication, which is an integral part of the communication process. In today's modern world there are many ways of communication, especially as electronic and mobile communications. In practical applications, however, also reflected the negative consequences of these methods of communication, reflected particularly in communication noises which reduces the efficiency of the processes and beyond that have an impact on the motivation of subordinates and their success at work.

Generally it can be stated that there are activities for the company including the important and challenging application of a number of tools and communication techniques that manager must manage its activities. Unquestionably, it is also important communication between the various levels of management within the company, i.e. In particular strategic tactical and operational level management.

Effective communication is also one of the parts of managerial communication, beyond this, it is equally important to communicate with subordinate staff, for example, when changes in internal processes within or between in-house operators. The effectiveness of these activities is essential for the proper management and leadership of subordinates and set performance goals within the different levels of management in the company.

These approaches work deals with both the theoretical part and a practical part in the follow-up, which are mainly applied quantitative research methods in the form of a questionnaire survey and assessment of the various internal corporate documents in the field of managerial communication and business management.

Selected business entity in which the practical part is realized is Mountfield a.s. . Within the company was rated the importance and effectiveness of internal communication, and the various levels of management and within the different departments of the company.

In terms of methodology, work is work in the theoretical part based on a study of professional resources and literature that defines and identifies some trends in communication. The theoretical part includes in particular the definition of the main terms and concepts that are used in the work, and also subsequently applied in the practical part.

The emphasis is focused on the management of the company, the issue of communication and in particular communication at various levels of management. The work also deals with the definition of the meaning of verbal and nonverbal communication manager in the company.

The practical part includes in particular a survey carried out in the company Mountfield a.s. on some of their branches and subsequent evaluation of the questionnaire defining the appropriate conclusions and recommendations for future development of the company.

Final evaluation is also an integral part of the practical part, which then leads on to conclude with the definition of the findings in the context of the topic. Research will focus on quantitative research and quantitative research methods.

2 Aims and methodology

2.1 Aims

The main objective in carrying out this work is to present business proposals to the company which are intended to improve internal communication throughout the whole organisation. It is anticipated that this will improve the efficiency of the organisation and the loyalty of its staff.

2.2 Methodology

The introduction will show characteristic and history of the company. Based on the defined goals will be realized collection of relevant data. Data will acquire a Bachelor of internal information and is carrying Mountfield a.s. Will be used methods study of literature. Data will be from Czech company. In the practical part of the work will focus on examining the problem. "Internal communication" which will be followed by a description and comparison of the data obtained.

3 Communication process

Communication process and its individual components take place within the organization between the different levels of the company management. In communication, there are a number of communication flows that ensure efficient functioning of individual processes or activities of the company at various levels of company management.

For companies Mountfield a.s. is possible to evaluate, for example, horizontal and diagonal communication channels, as well as upward and downward communication between different levels of management, these include the top management level management, management of the company represented by each head of the firm or individual specialized departments of the company. Specific areas that deal with the management of communication, but in practice, companies can communicate in practice firms appear as shown in the figure below.

Picture 1 Communication process of the company
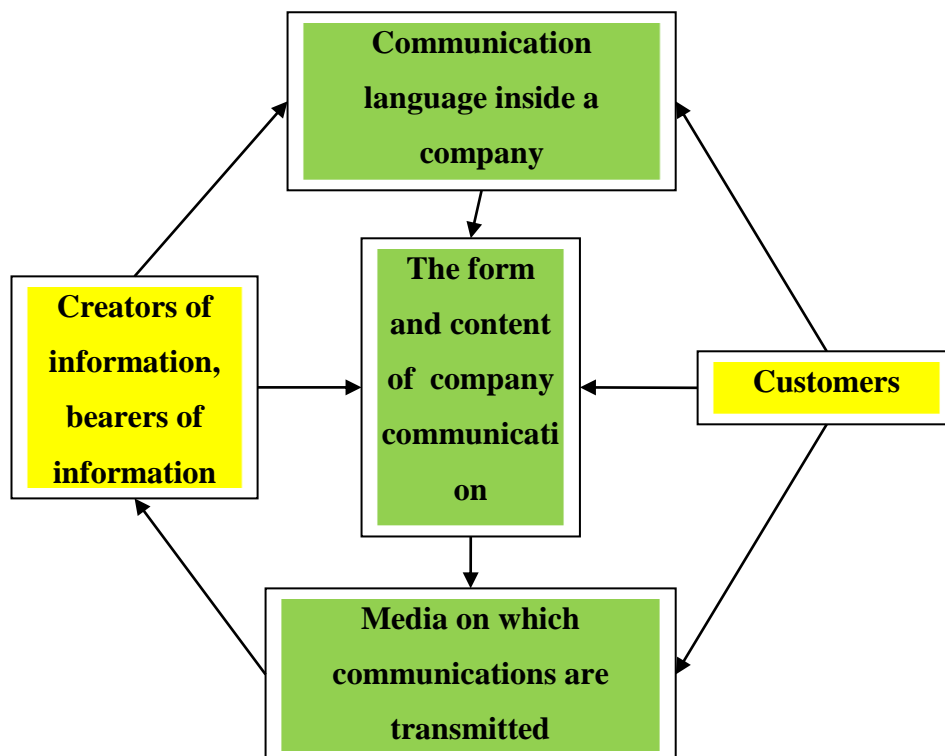
As seen from the above, and communication processes include not only individual actors within the company, but also other entities, or ways of presenting communication, communication channels, but perhaps also other stakeholders such as customers, suppliers, etc.

The system of internal communication involves the transfer of information and the effectiveness of various business processes. It also includes several of the specific elements of communication, including for instance the following elements: (autorů, 2006)

- **Communicator** - the person or persons in the position of communicators as the originators of communication in the organization of the company, most frequently they are managers, but it can be other persons, departments or the company itself
- **Perception and interpretation** - includes internal interpretation of how communication is perceived and work with it, it also depends on corporate culture and individual processes, as this element is effective in company
- **Channels media** - represent the wearer communication information that is communicated by electronic means, for example, orally, in writing, at a meeting, etc., This also increases or decreases the importance of communication in the organization of the company

Managerial Communication and management and supervision is an integral part of management competencies and has a significant influence on the management of individual departments within the company. According to business practice generally defines the strategic, tactical and operational level management and thus different levels of managerial communication in the company.

It is undisputed that effective and quality communication between managers, respectively. Management of the company and management, but also the effective transmission of information for the lower levels of management and staff is one of the key success factors of the company in the market, particularly as regards the example just mentioned the effectiveness of corporate communication processes at various levels of management.

Managers in their practice to focus almost exclusively on labor productivity, which is however in the whole process of production or provision of only one partial productivities. In addition to this activity should be in well and efficiently managed company engaged in productivity and use of information, ie. It will operate as individual communication flows within the company and the transfer of information between the different levels of the company. In summary, the concept of information and knowledge as a production factor, important in assessing the return on funds invested in information systems and the information in the company in general.

Analyses show that in this area managers Czech companies mostly reserves, although the current trend is growing positive trend, this parameter cannot be compared with developed countries such as the EU or the US, where this indicator is related to communication, one for basic and obvious pillars managerial work.

Management in an organization is a purposeful activity aimed at defining and achieving set goals within each level of management of the company. Management in terms of managerial communication can be defined as an information interaction between different actors at different levels of management.

Management as an activity within an organization include activities aimed at achieving the objectives for managing people, creating organizational systems and individual follow-up processes. The decisive factor is particular to inform realized in time, represents a specific process of borrowing information processing and transmission of information. As seems to be very effective feedback between management and employees in the organization.

Management is in general terms similar management within the organization. Uniform definition of management is not defined in particular. There are many technical definitions, such as the concept Drucker, Johnson and Scholes, etc.

Commonly referred to three definitions of the concept of management, including in particular: (Vodáček, Vodáčková, 2009)

- Leadership
- Specific functions performed by managers
- Purpose and used tools and management techniques

Management is also managing the planning, organization, staffing and control activities at various levels of management, primarily focused on achieving the strategic objectives of the system in the organization.

Management is also a set of attitudes, opinions and recommendations and methods used in its business managers, general managers, to manage specific activities, i.e. The various managerial functions, which are aimed at achieving the objectives of the system within the organization. (Vodáček, Vodáčková, 2009)

Profile and role of a manager defines quite effectively, for example, Drucker, who also mentions the importance of managerial communication and information within the organization, and this also valid in the selected company organization Mountfield a.s. Manager is the senior executive responsible for achieving the objectives entrusted to organizational units, organizational units, work teams, etc.

It is also responsible for effective communication and information sharing within the organization. Besides, the formation of these activities also plays its part effectively. In particular, plans, organizes and supervises the work of their colleagues at various levels of management within the organization of the company. (Vodáček, Vodáčková, 2009)

One of the definitions of scientific literature indicates management and communication as "deciding what to do, and then ensuring that this is done through people." However, this definition is not complete. Properly defined, that human resources are the most important source of what managers have available.

Managers are ultimately responsible for the results achieved and, for the effective management of human resources. It can therefore be defined by definition be modified in the sense that "management is deciding what to do, and then ensure that this is done through the effective use of all available resources". (Armstrong, Management a leadership, 2008)

If I define the remaining resources available today are mainly information and knowledge, technology and material things that facilitate and streamline the various processes and activities of individual companies. This trend can be described as a knowledge economy and is closely linked with the issue of effective management, communication and follow-up processes in the management of the company.

4 Internal communication

Technology and information have become an important part of management processes, managerial decision making and leadership in companies. There is a definite link with the various economic factors of production, among which occupies an increasingly important place in particular already mentioned technologies, respectively information and knowledge.

In characterizing these traits so called New or knowledge economy, it can be stated that managerial decision-making and managerial communication has been associated with a higher trend economic growth, and on the basis of the following reasons: (Dytrt, 2004)

- applied with effective mechanisms of economic and managerial activities, leadership based on information and communication technologies
- development in technology is affected by global competition, the need for faster and more efficient processes coping with competition, this affects not only management, but also individual leadership styles, communication styles to various levels of management
- new economy, knowledge and information management represent the new development opportunities and gain a competitive advantage in the market, such as access to specific human resources management

Literature and some experts agree on a few basic characteristics of the knowledge economy, and related management approaches in the areas of leadership and communication. I would like to deal with these characteristics, especially with regard to their application in the context of effective managerial communication at various levels of management in the company organization Mountfield a.s.

Individual characteristics related to internal communications, mention the following: (Dytrt, 2004)

- **Use of information and communication technologies**, in my opinion, this trend is very important for gaining a competitive advantage in the market and for other activities, thus promoting the education of a new generation of managers who are able to effectively respond to the needs and demands of globalization processes and align them with processes and the organization of the company, managers who are capable in this direction dynamically and efficiently manage communication at various levels of management

- **Reducing the need for resources within the organization** - in this respect it is not only on individual resources, human, material, financial, but this is related to a number of economic and managerial activities primarily involving their use and redistribution within the organization is very typical nowadays diversification of individual activities in a branch of the organization and activities of managers at various branches of the world within the organization, this approach is considered to be very effective and desirable, especially in the context of obtaining the necessary experience and knowledge regarding the leadership and management of the company, ie. re need for efficient and dynamic management

- **Knowledge economy, knowledge and information are not tightly defined boundaries** - knowledge beyond the boundaries of the organization, they can share and efficiently use, knowledge is not only designed for the field of technology, but also for all other areas within the organization, knowledge are essential in each workflows and other activities, knowledge is also important in management positions, particularly in terms of leadership and people management

- **Transformation management organization in virtual form** - modern technology allows to transform an individual assessment and procedural matters in a modern, electronic form, enabling their efficient sharing and use, in my opinion, especially here show the ability of IS / IT managers and other specialists within the organization, involved in the effective management of individual processes in the area of IS / IT in the organization

- **Cooperation and collaboration, alliances and partnerships** - this area includes cooperation between companies of the sector or the market segment, in particular the shops at the international level, within the framework of international cooperation. This area is very important, if I should mention, for example, I consider particularly important in the management of work with managerial talents, young managers and professionals who can bring the organization needed competitive advantage, their management company brings additional value added

- **Restrictions intermediaries processes** - during the last developments of the last procedure was to managerial processes involving many actors, thanks to modern technology leads to elimination of some intermediate bodies and more effective use of these processes. This approach is considered to be highly effective in the context of the current market dynamics and the need to obtain the necessary competitive advantage

- **Integration of management and economic processes** - another important approach in the context of management, integration and management of economic activities contributes, in my opinion, to more effective management, efficient resource management and a range of other activities within the managerial competencies and leadership within the organization

- **Personalization, adaptation to individual customer requirements** - a very important trend in recent years. Companies realize the importance of value-added customer service and many of them take into account this in their customer approach. Arise, for example, quality managers, managers for communication with customers, etc., To individual services and products are the most adapted to the wishes and expectations of customers and the fact that the company has achieved the necessary competitive advantage.

Personally, I consider this approach to be very significant, in Czech conditions, however, in comparison with foreign approach is still evolving discipline that has management and other management levels within the organization to learn effectively. Effective leadership in this regard I consider very important.

- **Dynamic pricing** - current markets are very dynamic, competitive environment is a very dynamically developing area and business market are forced to quite effectively respond to changes such as just prices. Classical management approaches advocated by, for example, Kotler, Drucker or other managerial gurus are currently significant, but even these approaches is necessary to innovate in response to changing market conditions.

  In this context it is considered especially business managers, financial managers and general formulation of business strategy as very important, because once again an important part of obtaining the necessary competitive advantage in the market. Effective leadership is again very important for gaining a competitive advantage in the market

- **Efficient and faster processes** - this area is clear from the above mentioned characteristics. Processes and their dynamics, market changes, changes in customer access and many other factors require that the managers of the companies and firms were able to these processes actively and effectively adapt the various life cycles of products or services are currently much shorter and this raises the need for further changes and new management approaches and approaches related to human resources management

Another important factor that influences the development and management of communication is management education in the context of ongoing changes and education and approaches to leadership. As I said globalization of the economy and their processes, management changes and changes affecting traditional training methods, the influence of technology these processes are more modern and more efficient and at the same time this also interconnected in a coherent system of communication in the organization of the company.

Creates new educational technologies, creates new sources of information and knowledge. Knowledge today is relevant competitive advantage. Changes in the business environment, even in the context of the Czech business environment with a focus on leadership I see in the following areas. (Dytrt, 2004)

The three areas are very important and have an impact on the further development of the company and its position on the market:

- market globalization
- increasing competition, dynamic competition
- accelerating innovation, technological development

In general, the company faced three main approaches, affecting the functioning and communication within the firm, which can be expressed by the following graphic manner (Welsch, Kotler), these approaches are further diversify depending on what level of control the manager or supervisor acts:

Picture 2 Factors involved in the company

Strategy

**Corporate
culture**

**Organization
structure**
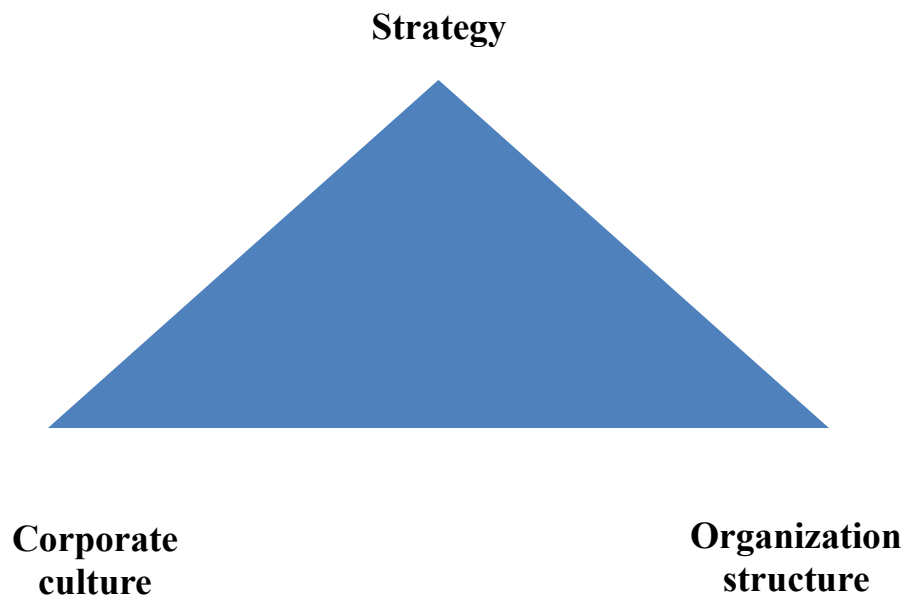
Information and communication management and business, as I have defined, is currently increasingly becoming a key factor in a successful or a failed business. Information as such are considered not only as a prerequisite for the success of management decisions, but also as an important commercial article, investment opportunities and business opportunities.

I have already outlined, many economic experts talk about the fact that we live in a knowledge economy, information, knowledge and communication is valuable and often becomes a valuable commodity. For the example of the information regarding stock markets, commodities and other areas of the financial markets, today play a very important for the economy and often crucial role. Likewise, knowledge and information for the company Mountfiled a.s. especially in the area of market competition are undoubtedly significant.

5 System of internal communication

5.1 Managerial communication

Managerial Communication is closely associated with the person manager or manager at the management level within the organization. The content of his activities on the definition of tasks, complete tasks and process efficiencies among others. Are some of the approaches in the management of personality, which is an important part of managerial communication.

Examples mention the following styles of leadership and managerial communication: (Armstrong, Management a leadership, 2008)

- charismatic and non-charismatic manager
- autocratic and democratic manager
- permitted and controller
- transactional and transformational manager

Literature, focusing on issues of management, in the evaluation of personal qualities Manager, under the management of communication takes into account the following criteria: (Armstrong, Management a leadership, 2008)

- **Enthusiasm and motivation for the thing** - relevance to the objectives, motivation and enthusiasm for the objectives and tasks within the organization, the ability to transmit both positive and problematic information in areas such as change management
- **Self-confidence** - so called. "Healthy self-confidence and realistic expectations," belief in themselves and faith in the other co-workers
- **Tenacity and perseverance** - good manager must be persistent, must require high standards and 100% fulfillment of tasks, but must also strictly adhere itself required
- **Integrity** - Manager must be true to yourself and others, must be mentally mature, moral and honest, should elicit trust

- **The kindness and cordiality** - quality personal relationships, concern and care for employees, respect their needs and expectations
- **Humility and modesty** - the willingness to listen, acknowledge your error or guilt, not to be arrogant, brash or overbearing

In this context, I am on the study of expert sources identified the following personality traits and qualities that characterize the properties of a good manager and good communication.

A summary is given in the following table. (Armstrong, Management a leadership, 2008)

Table 1 Manager properties in managerial communication

ATTRIBUTE	DESCRIPTION
KNOWLEDGE	Important feature, it is necessary to know not only business partners, market, the managerial competencies and responsibilities, but also requires knowledge of the market, environment, social and business customs, etc. A good manager out of this knowledge has also information and knowledge about their collaborative and subordinates, about their motivation, their goals and needs
COMMUNICATION SKILLS	They are very individual and for managerial success necessary, can be relatively successfully develop and hone, a leader must manage these skills very effectively, not only in terms of motivation, development, increasing efficiency, but also in the context of interest and understanding of the needs and expectations of subordinates
PERSISTANCE AND PATIENCE	An important and often undervalued property management, consistent only with patience and perseverance it is possible to achieve relevant results and objectives, and the same is true in the field of communication

ABILITY TO SEARCH FOR WAYS TO COMPROMISE AND MUTUAL CONCESSIONS	Empathy, understanding the needs of the other party, will help in many cases to solve controversial issues and situations within the leadership and management of human resources, communication is a key skill
ADAPTIBILITY	Ability to adapt not only the environment, but also the manner and style of negotiation is the key
ABILITY TO CONTROL AND EMOTIONAL BALANCE	An important capability especially in terms of personality and approach to leadership problems, conflict situations and their management, it is also associated with managing the challenges and goals and achieving high results
RACIONAL THINKING, RATE OF INTELLIGENCE	The ability to follow the defined strategy and set goals, knowledge and standard of conduct is also necessary in the field of leadership and people management
ABILITY TO BE FAMILIAR WITH PEOPLE, TYPOLOGY OF PEOPLE	Very individual ability and property managers and leaders is very different, but its effective control of guaranteeing a good chance for successful leadership and management, especially in communication with subordinates, their motivation, addressing their needs effectively mastered this skill is very useful tool leader
DECISIVNESS	Clearly set objectives, targets and criteria that are set for their fulfillment, very important at all levels of management, both strategic and operational, and tactical levels of management
REMEMBER THE NAMES OF SUBORDINATE, COWORKER	Very simple and effective, it is also a rule of decorum and efficiently conducted business meeting
CONTACTS	Good and successful manager, the manager has a number of contacts, his very valuable know-how and resource management success

Source: (Armstrong, Management a leadership, 2008)

As seen from the above, there are a number of indicators that can be assessed, to include the recommendations and work with them in managerial communication. Personally, I have set the criteria set out above as decisive in the analysis of managerial communication in the practical part. According to these criteria, I will evaluate the effectiveness of managerial communication within the organization of the company Mountfield a.s.

If you would like to focus more on some definition and management approaches in personality, so I can determine there any other approaches to effective managerial communication manager and person, for example, I was intrigued by following an approach (Bender, 2002) that identifies truly effective and a good manager as follows:

- Increases self-esteem of others
- Shows direction
- Creates results
- Showing others how to achieve a certain goal
- Making progress, benefiting not only the party leader, but also the entire organization, employees

In the current developments and trends in the context defined, and personal records management in their development certain trends and changes that affect it in the future. An important prerequisite personality manager is its ability to effectively communicate, influence and persuade, and to act not only with subordinates, but also in relation to the management of the organization or if you own the organization, then the particular communication with workers, managers at various levels of the management, collaboration with public and many other areas.

To influence and persuade others means to change their attitudes and behaviour. Can be used while power and coercion, but a reasonable and acceptable level, because these approaches are still closer to the classical theory of management. Additionally, such a method does not bring the desired results in the future. Much preferable is able to persuade and influence, can also be a system for generating specific bonuses and other ways to motivate. (Armstrong, Jak se stát ještě lepším manažerem, 2006)

In the literature one can define specific approaches that are listed below. (Armstrong, Jak se stát ještě lepším manažerem, 2006)

- **Removing uncertainty** - sometimes one whom we want to influence, no reassurance about the subject matter itself. In that case, you can change its position by providing it as much additional information

- **Intelligence** - some people are easily susceptible than others. On the ability to be convinced and active intelligence. This means effective approach and explanation of problems means that workers leave easily convinced about the opinions of their "leader"

- **Credibility** - attitude change easily if about who we want to convince instills a sense of confidence. Credibility is related to experience and knowledge, reliability, with a potential source of information and especially with the motive for which convince. It also depends on the persuasive skills

- **Popularity** - why some people are popular? They usually have common characteristics such as honesty, knowledge of the problem and things, intelligence and vigor. I often attractive appearance affects how far the individual is popular. Many people seeking the company of such people who resemble them something and these people are fond. This match is the affirmation that they are good and promotes their self-esteem

Based on what I've said, I can identify four possible styles of interaction in managerial practice, I have outlined in previous sections above work: (Armstrong, Jak se stát ještě lepším manažerem, 2006)

- **Style reward and punishment** - this style is based on the use of various forms of incentive systems and penalties to make it was ruled by someone's behavior. Emphasis is placed on the use of power, which is mostly based on status and formal authority

- **The style of cooperation and trust** - the essence of this style is to allow others to be involved in the decision. This basically ensure that the decision not to put resistance

- **Style common vision** - style uses a shared vision of hope, values and aspirations of workers. While building on the strengths of all concerned. In the game there are more emotions than intelligence. It calls on all links in one unit and the common future. The manager is also mostly as excellent rhetorical skills and strong charisma

- **Style assertive persuasion** - in this case the emphasis is mainly on logic, facts and experiences. Managers who act in this style, usually come with a proposal first. In persuasion moving very vigorously. Their disadvantage is its lack of ability to listen to others

As part of the final evaluation of this part, I would like to focus on some of the approaches and principles that create a quality leader and a strong argument (Armstrong, Jak se stát ještě lepším manažerem, 2006), in particular the following:

- **Preparation** - effective and thorough preparation is necessary
- **Speak the truth, openness** - openness and clear and truthful information
- **Telling another person what the leader is** - the need to explain the processes or individual steps in management and leadership
- **Avoid sarcasm, disrespect and derision** - clearly distinguished behavior manager, clear rules within corporate culture
- **Admit the weaknesses of their arguments at the beginning** - not to avoid problematic and contentious issues, actively approach to their solution
- **Bumpers argument** - the argument clearly set boundaries early in negotiations with subordinates

6 Practical part

6.1 Introduction of the company

Mountfield a.s (Mountfield a.s., 2014). is in the Czech market since 1991 and growing. Currently, it occupies a position as the largest specialist retailer of a wide range of garden equipment, pools, garden furniture and other supplies for the garden. Since its inception the company thanks to a rich and ever-expanding menu of quality goods at affordable prices, combined with a wide range of after-sales services have gained wide range of loyal customers.

Mountfield a.s. sales network throughout the Czech Republic is spread so that each branch of the company as much as possible available or that way to us as direct as possible. Currently sales network comprises 54 stores. The sales network is continuously optimized extended and modernized to continuously done to the satisfaction of customer groups. Another 17 stores are also currently in the Slovak Republic.

Under the program customer care Mountfield a.s. built wide and accessible network of its own service stores in the Czech Republic unrivalled. These professional services are an integral part of the sales stores Mountfield a.s.

In every retail assortment is offered a wide range of top gardening techniques from renowned domestic and foreign producers (from the EU and the USA), a wide range of various overhead and recessed pools and accessories, as well as quality wooden garden furniture, but also, for example, chainsaws, snow blowers, stoves etc. the traditional assortment regularly and purposefully company complements the other selected products and supplies for the garden and leisure. With the high quality, the Company provides a guarantee on all products for 7 years.

The quality and professionalism not only sales, but also service technicians is assured by numerous professional trainings and specialized seminars, prepared by the firm in cooperation with domestic and foreign suppliers.

6.2 Methodology for the practical part

For the purposes of this practical part, a survey was conducted and interviews were carried out with individual company executives at selected branches. Managers and team leaders were questioned to help answer some questions related to the topic of work, as well as their access to communication within the company Mountfield a.s.

In the questionnaire survey, it was addressed and worked a total of 50 surveys, e-mail form, and subsequently by telephone. The results of the survey now bring in these chapters.

When evaluating the survey is a quantitative method of assessing information. The research was conducted with the help of a questionnaire, in which was used the Likert scale evaluation according to typology. (Hendl, 2006)

This is a set of attitudinal items, all of which are considered to be approximately equal in "attitudinal values" and on each of them react of degree of agreement or disagreement. Score this scale items are added and divided on average. This yields attitudinal score individual. The purpose of summing scales is placed somewhere on the continuum of an individual agreement with the subject of the attitude.

Summation attitudinal scales take into account the intensity of the position statement. Researched persons may agree, or strongly disagree with the assertion. The great advantage is a greater dispersion. In this case, the five possible levels range from absolute opposition to the agreement**: no, probably not, Undecided, probably yes, yes** (Hendl, 2006).

The downside is that when you use this method, you have a lack of personal contact with the interviewee and that individual have a tendency to use differential certain types of answers: extreme, neutral, concordant, discordant. It means that people are trying to answer as you think it is desirable to distort the results. (Hendl, 2006) This disadvantage, however, I eliminated the personal participation of individual surveys.

The answers in this questionnaire are formulated in a five-point scale expressing your opinion on this issue, this scale is as follows:

A - **yes** - I agree with the statement, B - **rather yes** - I agree with reservations, C - **Undecided** - I do not know, D - **probably not** - partly disagree, E - **no** - I do not agree

In its practical part Questionnaire was chosen because it represents one of the most common tools for data collection for various types of surveys. The above questionnaire consists of a series of questions designed to gather opinions and facts from respondents.

Compared to other types of surveys (such as a personal or telephone interview, observation, focus groups, etc.) is possible via a questionnaire to obtain information more complex. It is also possible resulting data in various ways and methods to process.

Despite these advantages can be assembled and correct evaluation questionnaire quite difficult, especially with regard to the evaluation of the problem. Questions may be poorly formulated, proposed answer may not provide sufficient space for valid answers, the form or content of the questionnaire may deter them from completing its completion or, finally, the results may not be sufficiently relevant to the fulfillment of the objectives of questioning. From this perspective, I used professional publications and practical consultations to effectively eliminate these shortcomings.

From the perspective of the actual creation of the questionnaire, was focused on the formulation, which at first glance attract attention and, of course, are not the reason that the respondent at the outset complete the questionnaire discouraging. In this regard, it was focused on addressing the respondent and the subsequent initial informal interview, followed by interviews according to the above issues, especially e-mail or telephone.

6.3 Evaluation of the questionnaire and determine the partial conclusions

The individual outputs of the survey, within the selected company Mountfield a.s. are as follows. The results of the questionnaire survey were put into generally defined questionnaire, collectively defining the main trends and the most preferred answers.

Table 2 Evaluation of the first set of questions

The decision-making role in managerial communication	A	B	C	D	E
Do you put emphasis on teamwork and its importance	78 %	20 %	2 %	---	---
Your priority in decision is reliability and accountability	91 %	9 %	---	---	---
Can effectively predict individual processes and problems	60 %	38 %	2 %	---	---
Can solve problems quickly and efficiently	68 %	24 %	6 %	2 %	---
When deciding I am thinking about different approaches and alternatives development	57 %	20 %	15 %	8 %	---
Can get enthusiastic about change for the decision	46 %	34 %	8 %	8 %	4 %

Source: own processing, MS Excell

Comment: As this series of questions, and on the role of decision-making in managerial communication respondents understood as follows:

- Most respondents emphasis on teamwork and its importance within the company's success
- The vast majority considers priority in deciding the reliability and responsibility, not only for his position against his superiors, but especially in cooperation with subordinates, with team members
- U solutions and anticipating problems is already evident that this approach is diversified, and that two thirds of respondents are able to effectively deal with and anticipate problematic things and processes within the company

- Decision-making in the longer term and issue decisions in the area of change is quite problematic, as it considers seamless approximately half of respondents

-

Your personal opinion on the importance of decision-making role in managerial communication?

The most commonly voiced opinions:

- Effective solutions and decisions even in difficult situations
- Decision-making in a stressful, time-consuming situations in matters of performance
- Fast troubleshooting, prevention of problems

Table 3 Evaluation of the second set of questions

Organizational role in managerial communication	A	B	C	D	E
When misconduct of my subordinate I solve everything objectively, as well as I deal with my mistakes and I am able to admit	46 %	34 %	8 %	8 %	4 %
When a problem is found, I start to investigate it together with workers whom delegates tasks	76 %	13 %	11 %	---	---
I support the education and development of their staff, personally agree with the need for further development and education	84 %	16 %	---	---	---
When I make a mistake, I admit it openly and participate in its solution	70 %	17 %	13 %	---	---
When I fail with proposals at my superiors I prepare a new proposal, and approaching to it without emotion	45 %	28 %	17 %	6 %	4 %
If someone criticizes lack of something I will evaluate it and focus on its removal	64 %	22 %	14 %	---	---
The managerial practice bothers me most is the inability of my subordinates, corporate failures and misunderstandings lead	40 %	37 %	23 %	---	---

Source: own processing, MS Excell

Comment: organizational role in managerial communication respondents understood in the following way with these findings:

- Solution misconduct in team errors worker considers the smooth half of respondents
- Active solving problems and shortcomings of the staff at the majority respondents trying to solve by delegating the task to remedy a particular worker what was wrong
- Most respondents supported the development and training within the team, even within his person

- When evaluating our own mistakes and errors, about two-thirds of respondents are able to effectively deal with these processes and manage

- As appears problematic as cooperation with superiors over new proposals, etc., Approximately half of the respondents refers to this process as seamless remainder of this view does not identify

Your personal opinion on the organizational role in managerial communication?

The most commonly voiced opinions:

- Ability to admit a mistake
- Ability to organize your time, time management for the subordinates
- Some problematic processes, for example in the context of financial plans and planned results, the unreality of their achievement with regard to market

Motivational role in managerial communication	A	B	C	D	E
At work most motivates me expertise given at managerial positions	56 %	22 %	22 %	---	---
The biggest motivation for me is personal success and the success of my subordinates	64 %	22 %	14 %	---	---
Trying to motivate my subordinates, utilizing effectively the tools of motivation	73 %	27 %	---	---	---
I feel good and a thriving company motivates me	91 %	9 %	---	---	---
I appreciate the opportunities and approach of my superiors that is given to develop the managerial competence	76 %	13 %	11 %	---	---
My motivation is affected by important and world-renowned managers (Welsch, Drucker, etc.).	33 %	29 %	22 %	16 %	---

Source: own processing, MS Excell

Comment: in motivational role in managerial communication respondents answered as follows:

- majority understand the motivational expertise in a managerial position
- majority also agree that the biggest motivation is personal achievement and team success
- The vast majority supports the idea of the necessity of motivation subordinates all means possible motivation to achieve maximum effectiveness
- The vast majority agrees that the motivating environment creates a thriving company and the assumption of stability, as well as the possibility of managerial competence and self-realization
- Regarding some prominent authors, their influence on the leadership and management of the respondents, these views are layered across the entire spectrum of responses, unified view predominates

> **Your personal opinion on motivating role in managerial communication?**
>
> The most commonly voiced opinions:
>
> - Motivates me various benefits, the possibility of further development, variable salary component in performance
> - It is important for me to work with certainty stable background and future development
> - Personal success and the success of my team makes me more motivation

6.4 Conclusions from the practical part

In this part I would like to evaluate different outcomes within the survey work, which I mentioned above, I would like to further assess the general environment of the company Mountfield a.s which set out from the below summary SWOT analysis, where the relevant information I gathered from the annual reports of the last two years. (Based on the annual report of the company, own conclusions from the survey, 2014)

Specific communication principles presented in the following sections of this chapter. Summary recommendations in the area of communication findings from the questionnaire survey, in the conclusion of this chapter

Table 5 SWOT analysis

S - Strenghts	W – Weaknesses
▪ Strong market positions	▪ Significant competitive environment
▪ Quality distribution network	▪ Directive style of management
▪ Quality range of products and services	▪ Confused prices and offer services and products
▪ Stable client base	▪ Too strict manner set rules for risk management
▪ Strong financial backing and cooperation with foreign partners	▪ Higher costs for flexibility and quality of products and services

▪ The current system development and education	▪ Loss and high turnover of staff branches
▪ System management costs and risks	▪ In some areas a lack of human capacity and motivation
▪ Long-term relationship	▪ Uneven regional sales network serviceability
▪ The professional team of specialists in IT and sales	
O - Opportunities	**T - Threats**
▪ The development and introduction of new products and services	▪ Economic and political developments
▪ Building long-term relationships with business partners	▪ High demands, needs and expectations
▪ Greater willingness of clients into debt, invest and save	▪ More informed and better educated customer
▪ The changing structure of customers	▪ Increased frequency of changes in market requirements
▪ Effective model reaching the target group of customers or target customer	▪ Regulations and standards based on EU legislative activity
▪ Development and investments in marketing activities	

General principles and policies that should allow the company to communication in the future to observe or areas to which they should focus and the future is to further develop the following: (In determining the relevant conclusions I come mainly from the outcomes of the survey, 2014)

- **Success** - the company will be successful in the market not only its products and services, but also because of human resources, evaluation and monitoring employee performance and satisfaction, it is crucial

- **Satisfied and loyal customers** - the company's operations creates a range of customers with which it works in the long term, and that the Company provide stable earnings and good goodwill

- **Quality management, quality leaders and human resources** - management, company management, whether the company owners or managers of the relevant

material, as indicated by the surveys, for effective cooperation at various levels of management, as well as in the evaluation of work performance

- **Respect restrictions / strategic objectives of the external environment** - the company must pursue notably the competition in the market, developments in the area of products and services
- **Respect the key trends** - these trends may be related to the knowledge of economy, digitalizing managerial competence as a number of other activities within the company, which operates trends, defined by the example of this effect in the behaviour of the working groups
- **Financial and necessary resources to ensure strategic goals** - creating financial reserves, particularly in the current economic development is the key
- **Striving for safe and strong market position** - a solid market position in the market is necessary
- **The pursuit of profit sustainable benefits or competitive advantages in the competition** - it can be for example a value-added employees, service, consulting, etc., To gain a competitive advantage, this approach is very effective
- **Respect modern trends in management** - especially when developing HR strategy and management and human resources management
- **Respect emerging trends in information technology in the area of performance evaluation** - mainly related to the development of so-called. Digitizing managerial competencies

Table 6 SWOT analysis proposals

Weaknesses	Proposals to solve the situation
1. Low labor productivity of some workers	Changes in HR strategy in recruitment, dismissal misfits and low-quality workers transfer to other sectors of work
2. Directive style of management	Stratification of powers between the executives and management at all levels, changes in the system of checks and tasks
3. Habits of some new employees	Clear system of rules for new employees, training of staff and allocation of new employees mentor, frequent checking for new managers and staff management

4. Higher costs for flexibility and quality of products and services	Creating internal guidelines and procedures for changes in individual segments of products and services, consistent monitoring of new products and services by competitors and market needs
5. High power suppliers in the field of IT technologies	Long-term cooperation on mutually advantageous terms, selecting a reliable supplier, correct bilateral negotiations
6. Confusing prices and offer services and products	Clearly set price list of products and services can provide a competitive advantage
7. Significant competitive environment	Emphasis on the variability of services and products, emphasis on needs of the customer
Threats	
1. Economic and political development	Creating financial reserves of the company, economic and political development is the external aspect that a company cannot have much influence
2. More informed and better educated client	Transparent access to the customer, respecting their needs, customer focus, clear and comprehensive concept
3. Regulations and standards based on EU legislative activity	Strict compliance and monitoring of legislation and regulations based on EU legislative activity, their bodies
Opportunities	
1. The development and introduction of new products and services	Support the development and introduction of new products and services appropriately chosen pricing strategy and marketing strategy
2. Greater willingness of clients go into debt, invest and save	Use this time to strategies centered approach to customer needs
3. Effective model reaching the target group of customers or target customer	Creating models and procedures for addressing customer segment, target customers in the products and services
4. Development and investments in marketing activities	The increase in marketing activities, investments in promotion and marketing activities of the company
5. Building long-term relationships with business partners	Quality and the correct long-term relationships with business partners, trying to gain a competitive advantage in the market

Source: own processing, MS Word

7 Conclusion

Within the chosen topic I was engaged with the importance of internal communication in two levels. In theory I defined the core theoretical selected issues that were subsequently applied in the practical part.

Communication at managerial level has considerable importance for the organization, as indicated by the surveys, so managers and executives understand the processes in communication as important for achieving the goals of society, as well as an important tool for employee motivation, change management, problem solving and crisis situations within organization.

This also contributes essentially set the corporate culture and the environment in which the company operates, are significantly impaired if the internal link between management and individual employees, thus significantly reducing the effectiveness of managerial communication, but the same is true also, perhaps more importantly for communication between top management and owners of the company.

In the theoretical part, I stated the importance of personal qualities manager, and the importance of education and skills of a manager in the organization. It confirms the importance of continuing education and answers from respondents to the practical part of the survey found.

The effectiveness of the processes in managerial communication increases in small and medium-sized firms, larger organizations are diversifying to levels of management, particularly corporate, tactical and operational levels of management. These findings from the survey show that the set of managerial communication model is functional and runs efficiently. In this context, are also set partial recommendations to improve the effectiveness of managerial communication within the organization.

When evaluating the various findings in the company, arising mainly from the survey can state some further recommendations for higher effective communication and communication processes of the company:

- The inclusion of motivating elements into communication processes, such as the need to implement the change, which is generally taken a rather negative
- Effective communication in solving problems and setting internal regulations for this area can re streamline their communication processes
- Improvements in the organization of various communication activities, such as meetings, employee evaluation, etc., Especially in terms of content
- Effective use of feedback in communication and its practical applications towards more effective communication tools and processes

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10 List of Pictures

11 List of Tables