

RESOURCE MATERIALS

FOR

WOMEN IN EDUCATION MANAGEMENT

MODULE TWO

EFFECTIVE COMMUNICATION

Department of Education and Culture  
KwaZulu-Natal, South Africa

Commonwealth of Learning  
Canada

**Copyright: Department of Education & Culture, KwaZulu – Natal, South Africa  
Commonwealth of Learning  
2000**

The twelve modules in this series were developed by the Department of Education and Culture, KwaZulu-Natal in collaboration with Commonwealth of Learning (COL).

**Ownership is vested in the following:**

- Department of Education and Culture (KwaZulu-Natal) South Africa.
- The Commonwealth of Learning (COL) Canada.
- All rights reserved. No part of this publication may be reproduced, stored in retrieval systems, or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording or otherwise without the permission of the publishers.
- The views expressed in these modules do not necessarily reflect the opinion or policy of the Department of Education and Culture – KwaZulu-Natal or that of the Commonwealth of Learning.

**Publishers:**

Published jointly by the Department of Education and Culture, KwaZulu-Natal and the Commonwealth of Learning.

**Materials are not for sale**

**Contact for the Programme**

The Department of Education and Culture  
KwaZulu-Natal  
2<sup>nd</sup> Floor  
Administration Building  
King Dinuzulu Highway  
ULUNDI  
3838

**THE MODULES IN THIS SERIES ARE:**

- |   |                                     |
|---|-------------------------------------|
| 1. Assertiveness                            | 7. Managing Conflict                |
| 2. Effective Communication                  | 8. Strategic Planning               |
| 3. Self Management Skills                   | 9. Delegation                       |
| 4. Leadership                               | 10. Conducting Productive Meetings  |
| 5. Understanding the Organisational Culture | 11. Report Writing and Presentation |
| 6. Team Building                            | 12. Interviewing Skills             |

RESOURCE MATERIALS

FOR

WOMEN IN EDUCATION MANAGEMENT

MODULE TWO

EFFECTIVE COMMUNICATION

**Written by**

**Vijialakshmi John – Head of Department, Sacol**

**Sibusiso S. Ngobese – Co-ordinator, District Development Programme (DDSP).**

## **TABLE OF CONTENTS**

**Preface**

**Acknowledgements**

**Explanations of Icons**

**Introduction to module**

**Unit 1**           What is communication?

**Unit 2**           Oral communication

**Unit 3**           Effective listening

**Unit 4**           Effective written communication and readability

**Unit 5**           Non-verbal communication

**Unit 6**           Graphic communication

**Unit 7**           Interpersonal communication

**Unit 8**           Intercultural communication

**Module Test**

**Glossary**

**References**

## PREFACE

The Master Strategic Plan (2000 – 2003) of the Department of Education and Culture, KwaZulu-Natal (KZN) has, as one of its main policy objectives “*the Empowerment of Women Managers in Education*”. The Education Human Resource Development Component came up with the initiative on Women in Education Management Training Programme to provide training in the area of Education Management.

Although management issues affect both men and women, historically women managers seem to require more training than their male counterparts. There is often the perception that many Women Managers in Education, not only in KwaZulu-Natal, but globally, often lack the knowledge and skills required for effective management. Consequently, these materials were developed as part of the effort to develop human capacity especially in the area of Women in Education Management.

These materials are intended for use by people involved in education. The modules cover a wide range of management issues from policy to practice. As the users are spread over various geographical locations, the materials are accessible to as many, including the rural based. At the end, the materials should produce women who are ready to take up various key management positions throughout the Province.

The rationale for developing these materials is that all Regions should embark on meaningful training of Women Managers in Education. The overall skills and knowledge training will continue to be provided to all Education Managers. These training materials generally aim at enhancing management skills. In addition, the Training on Materials Development and Materials Review workshops contributed to capacity building in developing Open and Distance Learning (COL) materials in KwaZulu-Natal.

The successful development of the training materials could not have been realized without the generous support of the collaborating SADC Ministers of Education (Botswana, Namibia and Zimbabwe). In this regard the Department of Education and Culture, KwaZulu-Natal is grateful to Mrs. Matloatsie Masendu (Botswana), Mr. Tuaunda Keeja (Namibia), Mr Alfred Illukena (Namibia). Mrs Patricia Rutanhira (Zimbabwe), Mr Africa Moyo (Zimbabwe), Mr Gray Nyathi (Zimbabwe), Mr Rodgers Sisimayi (Zimbabwe) for the background training, support and advice they provided to facilitate the realization of the programme.

Without the administrative leadership and professional support of Honourable E.E.N KaNkosi-Shandu Minister of Education and Culture, KwaZulu-Natal, Mr N S Shamase – Deputy Director General Professional Services, Mr P M Ntshangase – Chief Director Human Resource Manager and Development, Ms A N Cele, Mr M R C Msweli and Mr S L N Kheswa the programme would not have been successful.

The development of the course materials has been achieved through the joint responsibility and commitment of all the eight Regions of the Department of Education and Culture, KwaZulu-Natal and the course writers as reflected in the training modules. The Province of KwaZulu-Natal is grateful for the level of human capacity developed through this exercise.

Altogether 37 Course writers were trained. 10 Secretarial and Administrative staff received training in basic desktop publishing.

We are particularly grateful to the South African Breweries, Indaba Conference Centre and Umhlanga Rocks Hotel for supporting the workshop.

Finally, we thank the Commonwealth of Learning, Vancouver, Canada, represented by Ms Kgomoiso Motlotle, Education Specialist, for the technical support they provided right from the inception to the completion of the programme.

.....  
**Dr M A M Jarvis**  
**Superintended – General**  
**Department of Education and Culture**  
**KwaZulu-Natal**

## **Acknowledgements**

These modules were developed by a team of writers from the Department of Education and Culture, KwaZulu-Natal, South Africa with the assistance of external development team:

### **Workshop Development Team**

Ms Kgomotso Motlote, Education Specialist, Commonwealth of Learning, Canada  
Mr Rodgers G Sisimayi, Manager of Training, Public Service Commission, Zimbabwe  
Mr Alfred Ilukena, Deputy Manager, Human Resources Development, Namibia  
Ms Matloatsie Masendu, Principal Education Office, Ministry of Education, Botswana

### **Programme Co-ordinators**

Mr Sibusiso Lincoln Nkosinathi Kheswa, Deputy Chief Education Specialist Education Management Development, KZN

Mr Mandlenkosi Refuge Msweli, Deputy Chief Education Specialist Education Management Development, KZN

Ms Adelaide Ntombizonke Cele, Chief Education Specialist, Education Management Development, KZN

### **Writing Team Leaders**

Mr Africa Moyo, Education Officer – English, Zimbabwe  
Mr Gray Nyathi, Education Officer – English, Zimbabwe  
Mr Tuaunda Keeja, Manager: Marketing & Learner Support, NAMCOL, Namibia  
Ms Patricia Rutanhira, School Head, Zimbabwe

### **Writers**

Ms Phumzile Kganye  
Mr Mandlenkosi Msweli  
Ms Veronica Thandeka Sokhela  
Ms Sandi Hill  
Ms Thulisiwe Beauty Dlamini  
Mr Cyril Bonginkosi Gumede  
Ms Busaphi Eleonor Machi  
Ms Jennifer Ntombizethu Masuku  
Ms Angeling Jefferina Finger  
Ms Ethney Thembelihle Ntombela  
Ms Nokuthula Glenrose Ndlovu  
Mr Sibusiso Lincoln Nkosinathi Kheswa  
Mr Steven Sibusiso Ngobese  
Ms Christie Coetzer  
Ms H Mahomed  
Ms Nomsa Nkosi  
Ms Bongiwe Thandiwe Ntombinkulu Xaba  
Ms Makhosazana Elaine Tiny Masinga  
Ms Lynn Phillips

Mr Francis Nzama  
Mr Richard Bhekeni Sibiya  
Ms Shobana Mandraj  
Dr Thabisa Dumisa  
Ms Busisiwe Joyce Mbatha  
Mr Nhlanhla Shadrack Shandu  
Ms Phindile Ngcobo  
Mr Musawenkosi Eric Mabaso  
Ms Thandiwe Mthembu  
Ms Peggy Busisiwe Msimango  
Mr Sizolwethu Bongumusa Mayise  
Mr Sicelo Thulasizwe Mkhize  
Ms Zani Buthelezi  
Ms Zani Buthelezi  
Ms Vijjalakshmi John  
Ms Jean Choudree  
Ms Zandile Phumzile Khumalo  
Mr Thulani Clement Ngubane

**Editorial Team**

Mr Steven Sibusiso Ngobese  
Ms Christie Coetzer  
Ms Vijjalakshmi John  
Ms Makhosazana Elaine Tiny Masinga  
Ms Lynn Phillips  
Ms Shobana Mandraj  
Ms Zani Buthelezi  
Ms Nomsa Nkosi

**Secretarial Team**

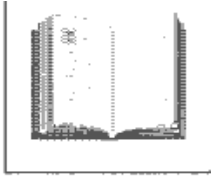
Ms Corrine Strydom  
Ms Lynn Lund  
Ms Peggy Sbongile Duma  
Ms Johanna Rousseau  
Ms Nompumelelo Nelisiwe Langa  
Ms Thandeka Mdlalose  
Ms Matildah Chiya.  
Ms Nokuthula Madlala  
Ms Tabeth Chirima (Zimbabwe)  
Ms Egnés Sibindi (Zimbabwe)  
Ms Ayanda Xolelwa Bokwe (University of Fort Hare, Eastern Cape)

The Commonwealth of Learning and the entire Workshop Development Team are grateful to the writers, the editorial team and secretarial support staff from the Department of Education and Culture KwaZulu-Natal and the supporting SADC Ministries of Education for working so hard to produce the modules.



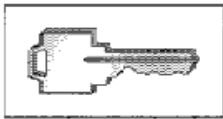
## **EXPLANATION OF ICONS**

**Icons are graphic signs that require you to undertake specific activities.**



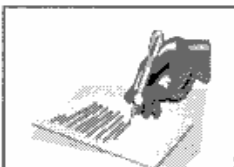
Read the text provided in the unit.

**Read Text**



Main words or concepts that are important in the unit.

**Key Words**



Carry out an activity that is based on the content you have just read.

**Self Evaluation**



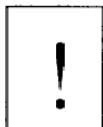
Apply the knowledge and skills you have just learnt.

**Practise Activiy**



Demonstrate your understanding and application of knowledge and skills learnt.

**Assessment Task**



**Important-take note!**

The answer to the activity is provided at the end of the unit.



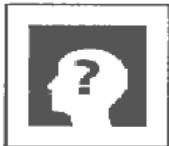
## Reflection

In the light of the text you have read, think through your own Practice



## Unit Test

There is a test which you should do before proceeding to the next unit.



## Module test

At the end of every module, there is a test you should do before proceeding to the next module.



## Summary

Highlights of the main ideas or concepts covered in the unit.

## **INTRODUCTION TO MODULE**

Effective communication is vital for the efficient functioning of any educational institution. Barriers to effective communication can lead to a breakdown in networking among various role players as a result of which education could grind to a halt! Quality education can only be achieved through effective communication on the part of all stakeholders, including managers in education.

This module gives you an interesting exposure to various aspects of communication. It also highlights barriers that hamper communication and suggests some practical ways in which you can overcome these barriers.

### **AIMS**

This module aims at:

- Equipping you with a knowledge of various aspects of communication
- Highlighting the importance of effective communication
- Identifying barriers to effective communication
- Suggesting measures to overcome barriers to effective communication
- Helping you to reflect upon issues relating to various aspects of communication.

To help you realize the stated aims, this module is presented in eight informative and interesting units as follows:

UNIT 1	:	WHAT IS COMMUNICATION?
UNIT 2	:	ORAL COMMUNICATION
UNIT 3	:	EFFECTIVE LISTENING
UNIT 4	:	EFFECTIVE WRITTEN COMMUNICATION AND READABILITY
UNIT 5	:	NON-VERBAL COMMUNICATION
UNIT 6	:	GRAPHIC COMMUNICATION
UNIT 7	:	INTERPERSONAL COMMUNICATION
UNIT 8	:	INTERCULTURAL COMMUNICATION