The Analysis of Communication Management (*A Case Study in Communication Sciences Study Program in Fajar University*)

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Abstract- **The management of the study program has the same management principles and functions as the management in general, that is to provide guidance in order to act systematically in achieving what has been planned properly, effectively, and efficiently. Communication skill become the important factor in success the management project that is planned. The failure in managing the communication will make the situation become difficult to be controlled and often being the greatest threat for the success of a plan. This research was aimed to know the communication management in managing Communication Department of Fajar University Makassar. The method used was case study with deep interview and document analysis as the technique of data collection. The research result showed that the process of communication management organized by Communication Department were planning, implementation, and evaluation which refer to Strategic Plan (Renstra) that was designed to be runned within five years.**
Keywords- *Management,* *Communication,* *Communication Department*

I. INTRODUCTION

The study of management systems, especially toward a study program is a part of the general management process. In general, according to Wijayanto [1], the management process consists of three stages, namely planning, implementation and evaluation.

In its implementation, the management process is a cycle in which if its process has a good quality, then the result will produce improvement and achieve a specified goal either for short-term, medium-term, or long-term.

Actors of management are known by the term 'manager' in which for the broader meaning it means a leader in an organization or the one who holds the responsibility to direct with various efforts to help an organization to achieve its goal.

The role of managers in the management of an organization is enormous. Getting higher the manager level means that the conceptual skill is getting more demanded and the work with the technical skill will be getting less demanded. The importance of conceptual skill in the manager personality is because it is closely related to his ability to make decisions.

Therefore, a manager needs the abilities to analyze and diagnose problems so that he/she can identify problems, develop alternative solutions, evaluate and choose the best solution.

According to Goudar [2], the effective managers spend most of their time in communication. A manager is a person who must understand hundreds of potential communication channels. This is because the greater the project is, the greater the chance of communication may be interrupted.

In this case, communication management is a very influential factor in determining the success of a management or planning. From planning a strategy to analyze audience and learn to communicate and listen well [5]. Poorly managed change communication results in rumors and resistance to change and enlarging the negative aspects to change [7].

The goal of communication management is to ensure the collection, storage, distribution and creation of information which is proper and in time [2]. Therefore, every plan or project which will be carried out must cover a communication management plan. This plan should be a part of the overall project plan.

Effective communication is one of the main determinations of successful project realization [9]. To communicate effectively, proper communication

management schemes must be adopted to ensure appropriate distribution and sharing of project information. It is also needed to establish understanding, trust, building coordination and support from a variety of project personnel.

In managing a study program which organizes teaching and learning activities, effective management and communication must be well designed by a manager or chair of the study program to maintain the harmony and the flow of information needed by all parties to achieve the objectives of the organization.

Based on the description above, the author carries out a research toward communication management in the management of a study program. The chosen study program was Communication Sciences at Fajar University considering that the study program specifically studies communication sciences and is one of the study programs which manages a large concentration, teaching staff and students in one of the private universities in Makassar.

Furthermore, the formulation of the research problem is "how is the communication management in managing Communication Sciences Study Program at Fajar University, Makassar?"

II. METHOD

This research employed a case study method which is a research method that uses various data sources (as much data source as possible) that can be used to study, to outline and to explain comprehensively and systematically various aspects of individuals, groups, programs, organizations or events [3].

A case study is a description in which there are three basic steps in it, namely data collection, analysis and writing [4].

Those three steps can be described as follows:

The data collection is executed in two methods:

- In-depth interviews toward the Chair of Communication Sciences Study Program, the member of Drafting Team, Head of Academic Section of Faculty of Economics and Social Sciences, lecturers and students;
- Document analysis related to the implementation and management of the study program.

The analysis is carried out with the following stages [4]:

- Finding the analysis domain;
- Mapping the analysis domain as a single domain or multiple domains;

- If the result is a single domain, the analysis will be conducted by describing the domain based on vertical phenomena and horizontal phenomena;
- If the result is multiple domains, the analysis will be conducted by explaining the single phenomenon and its relation with other domains.

Writing the case study report is conducted by using the descriptive method. In the research which employs a case study method, the researcher is free to build the writing structure based on the studied domain and the researcher's desire about which domain will be developed [4].

III. FINDINGS

In principle, the communication management process refers to the management process which is divided into three stages, namely planning, implementation and evaluation.

In terms of managing Communication Sciences Study Program at Fajar University, the studied domain can be described as follows:

A. Planning

Communication planning refers to the communication planning strategy developed by the Study Program party so that the Manager or Chair of the Study Program in its communication planning follows the existing system. The planning carried out by the Study Program Chair is to develop and to improve communication toward:

a. Fajar Ujungpandang Education Foundation (*Yayasan Pendidikan Fajar Ujungpandang*) and Fajar University;
b. Lecturers and Education Staffs;
c. Students;
d. Alumni;
e. Stakeholder;
f. Practitioners or experts;
g. University parties which have the same Study Program.

In its implementation, the communication process is formally carried out through a letter addressed to all parties.

B. Implementation

The implementation of communication planning is conducted by:

a. Providing written information in the form of invitation letters to all lecturers and education staffs to attend the Work Meeting of Fajar Ujung Pandang Education Foundation (*Yayasan Pendidikan Fajar Ujung Pandang*) to bridge the communication process between the

foundation and the university parties with all lecturers and education staffs.

b. Informing in writing by using Instant Messaging media (WhatsApp, a chatting application) to all lecturers and education staffs to attend lecturer meetings at the beginning of each semester and internal meeting of study program to evaluate learning conditions, development plans and work plans.

c. Communicating with students is conducted by using written messages in the form of letters, social media of Line, and questionnaires. For the needed information from students related to the learning process, lecture evaluation and encountered obstacles, it is obtained by using open dialogue which is informed in written messages to all active students every year at the beginning of the semester. Meanwhile, the questionnaire distribution aims to get information about the needs of students in terms of the quality improvement of study program management.

d. Communicating with alumni and stakeholders is conducted by using questionnaires to survey the suitability of competence and the development of the working world. It is conducted to obtain information about the quality of alumni.

e. Communicating with practitioners or experts is conducted in writing and orally in order they may participate in the form of guest lectures, seminars, workshops or another type of activities.

f. Communicating with similar study program institutions from various universities is conducted in writing to establish collaboration in various fields.

The implementation of study program is arranged in the Strategic Plan (*Rancana Strategis [Restra]*) document to set development direction for five years adjusted with the external and internal conditions. Therefore, the changes that may arise can influence the changes in arranging the Strategic Plan.

C. *Evaluation*

The evaluation process conducted by the Chief of Study Program refers to the process of collecting information in the implementation stage. The evaluation is conducted based on the description of the performance and the condition from Communication Sciences Study Program of Fajar University. Evaluation is also carried out by gathering information from various sources, including regulations related to Higher Education Institution, Research Institutions at Fajar University and the development of universities.

The results of the evaluation become inputs in formulating strategic goals and objectives and formulating policy directions and achievement strategies.

IV. DISCUSSION

Processes in management are related to one another or formed a cycle. The management process can be divided into three phases, namely planning, implementation and evaluation [1].

Planning is the process of setting organizational goals along with ways to achieve these goals.

Implementation is the execution of planning which does not close the possibility of revision or change the plan as needed. In the implementation, the conducted organizing processes are managing the allocation of organization resources, directing, motivating, coaching, and counseling so that the organization resources will work as expected.

Evaluation is the process of comparing performance and expectations or goals. If the expected results are not suitable, corrective action should be taken so that the obtained results will be satisfactory.

If the cycle of the management process runs optimally, the continuous improvement process is expected to occur.

By using pre-planned communication management, the possibility of miscommunication may be minimized and predicted to be resolved, even if it can be ensured that future communications can be improved.

Communication management is a fundamental aspect for every organization and needs to be treated with caution. The communication management process is a set of steps that need to be adopted for each project within an organization. By using management in the communication process, effective communication can be built between all parties involved and this will help to ensure that stakeholders get information regularly and in a balanced way.

Strategy in communication management is understood as deliberately creating decision-making situations [6]. Strategic decisions in communication management are part of both retrospective and prospective sensemaking process in organizations.

In terms of planning, the necessary steps are to determine as follows [2]:

- Who needs what information and when
- What type of information will they need and in what detail?

- What will your goal be when you communicate and how the information be provided to them

In terms of implementation, the communication process will ensure that all teams have got the information they need. If the right person should be kept informed with the right information at the right time, then the steps that can be used are:

- Identify the information that needs to be communicated
- Determining the target audience for communication
- Decide on the communication format and timing
- Draft and gain approval where required
- Communicate the message, through formal communication channels
- Gather feedback and improve the project communication process

By using this communication process, a manager is able to clearly identify the stakeholders, identify their communication needs and ensure the right people receive the right information at the right time.

This communication process should be used when wanting to communicate formally within an organization. By using communication management planning, a manager can ensure that no miscommunication occurs. Moreover, as a part of the communication process, managers also receive feedback both during the process and after the process. It is to ensure that future communication will be improved.

The importance of communication management in the success of a project can ensure that the flow of information reaches the right person so that the communications built happen effectively. Evaluations of a plan that has been implemented to improve the communication process are as follows:

- Improving communication skills to resolve conflicts, whether caused by priorities, technical problems, personality, staffing, procedures or processes
- Developing communication skills through training to apply technical skills and concepts to build relationships and improve communication
- Creating and using templates, standards and general guidelines for communicating. This can help people who are inexperienced or not good at documenting
- Developing communications infrastructure (a set of tools, techniques and principles that provide the basis for the effective information transfer).

V. CONCLUSION

The communication management planned and carried out by the Chair of the Communication Sciences Study Program at Fajar University, Makassar refers to the Strategic Plan (*Rencana Strategis [Restra]*) which is planned every year as a short-term and five-year program for long-term programs. Communication management carried out includes planning, implementation and evaluation.

If referring to Strategic Plan, then the implementation stage of communication management in the Communication Sciences Study Program has not much prepared and planned communication to external parties who have links or interests with the Study Program. It also has not much improved and developed communication skills to internal parties to get the success of the planned project.

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