



CHAPTER

7

Leadership and Communication



LEARNING OBJECTIVE

Through this chapter the students can learn about the following:

- To acquaint students on leadership and its importance in business success.
- Enable the students to understand the difference between Leader Vs Manager..
- To learn different types of leadership styles.
- To know about the importance and types of communication
- Too gain knowledge regarding the barriers

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7.1 Introduction

We know in an organisation many people work together in order to achieve a common goal. At the same time we want to understand that there will be a person who should frame these organisational goals and direct all the people's effort towards common goal. So the word direct (or) direction is an act of framing objectives and communicating that to the people (employees) and with motivating them to achieve those objectives with least effort and time.

7.2 Meaning

The behaviour of making other employees to work for a common organisational goal is called as Leadership. It is the art of influencing others to direct their will, abilities and efforts to the achievement of Organisational goals. Leadership is a quality of behaviour of the individuals whereby they guide people (or) their activities in organised effort. It is a capacity of an individual to influence the thought and actions of others in some useful direction.

7.3 Definition

Leadership may be defined in terms of totality of functions performed by executives as individuals and as a group.

According to Davis: "Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group to gather and motivates it towards goals".

According to Koontz and Donnell, "Leadership is the ability of a manager to induce subordinates to work with confidence and zeal".



Figure 7.1 Leadership is followership.

7.4 Characteristics of Leadership

1. Leadership is basically a personal quality. This Quality motivates the individuals to be with leaders.
2. Leader, by exercising his leadership, tries to influence the behaviour of individuals around him to fulfil certain pre-determined objectives.
3. Leader tries to influence the individual to behave in a particular way.
4. There is a relationship between leader and individuals (followers) which arises out of functioning for a common goal.
5. Leadership is a continuous process of influencing behaviour.



Indra Nooyi, is the Chairman of PepsiCo, Inc. The company is an American multinational food, snack, and beverage corporation headquartered in Harrison, New York. She is an Indian born American lady and considered to be world's most 100 powerful women by Forbes magazine.

Indira Priyadarshini Gandhi, was an Indian politician, stateswoman and a central figure of the Indian National Congress. She was the first and, to date, the only female Prime Minister of India. Indira Gandhi was the daughter of Jawaharlal Nehru, the first prime minister of India.

6. Leadership is exercised in a particular situation. The situation variables also affect the effectiveness of leadership.
7. Along with situation leadership is affected by a given point of time under a specific set of circumstances. Thus leadership style will be different under different circumstances.

7.5 Leader Vs Manager

A Manager and Leader sometimes are treated equally. But distinction can be made between these two terms. Leadership is a skill and the person who possesses leadership ability is known as a Leader. On the other hand Management is a discipline and the practitioner of this discipline is known as the manager.

7.6 Importance of Leadership

Without a good leader organisation cannot function efficiently and effectively. Leadership is an important factor for making organisation successful. The importance of good leadership is:

1. **Motivating Employees:** Motivation is necessary for work performance. Higher the motivation better would be the performance. A good leader by exercising his leadership motivates the employees for high performance. Good leadership in the organisation itself is a motivating factor for the individuals.
2. **Creating Confidence:** A good leader may create confidence in

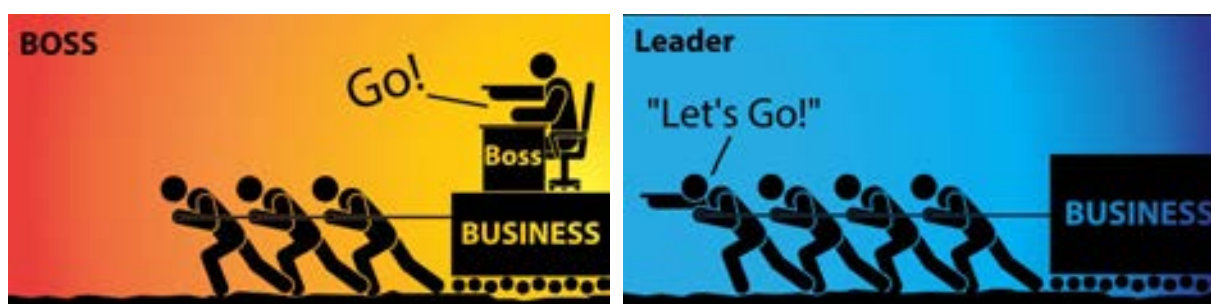


Figure 7.2 Difference between Leader and Boss

LEADER	MANAGER
A leader looks towards the future and future goals of the organisation.	Manager Focuses on the present duty, roles and responsibility.
A leader Appreciates Change.	Manager prefers Stability.
Leader orients himself towards Long term.	Manager Orients towards Short term.
Leader Engages in a Vision.	Manager Focuses on Procedure.
Leader Knows how to delegate.	Manager Prefers to control.
Leader trusts intuition.	Manager uses Rational mind.
Takes social and environmental contexts into consideration.	Manager works within the context of the organisation and business.
Leader investigates reality.	Manager accepts reality and do it.
Leader Focuses on People.	Manager Focuses on systems and Structures.

his followers by directing them, giving them advice and getting through them good results in the organisation. Sometimes, individuals fail to recognise their qualities and capabilities to work in the absence of good direction.

3. **Building Morale:** Morale is expressed as attitudes of employees towards organisation management and voluntary co-operation to offer their ability to the organisation. High morale leads to high productivity.
4. **Initiates Action:** Leader is a person who starts the work by communicating the policies and plans to the subordinates from where the work actually starts.
5. **Builds Work Environment:** Management is getting things done from people. An efficient work environment helps in sound and stable growth. Leader is a person who creates a positive work environment for the subordinates to perform better.
6. **Co-ordination:** Co-Ordination can be achieved through reconciling personal interests with organisational goals. This co-ordination is achieved by proper motivation and zeal of effective leadership only.

7.7 Functions of Leadership



Figure 7.3 Functions of Leader

1. **Defining the task:** Leader should be clear of what task, he and its team want to achieve. Task means the work to be done and this task should be clear, concrete, time bound, realistic, challenging and capable for evaluation.
2. **Planning for the task:** It includes doing a mental thinking of what to do (or) achieve in future. So a leader plans what to achieve, sets standards for achieving and influences his followers to execute the planning.
3. **Briefing:** Here the leader will establish a clear organisational vision for the future.
4. **Controlling:** The leader will also monitor the progress of the plan by the executives. Control means that the leader will watch carefully that the plans are not going out from the established procedures and directions.
5. **Evaluating:** The final results which are obtained after the implementation and execution of plans should be evaluated by the leader. Evaluation is comparing the results with the task which is planned before. Evaluation may be positive, negative or neutral.
6. **Motivation:** All the above said functions can be performed well only when the employees are motivated throughout the project. A leader performs this with the help of a key called motivation. Motivation comes from a Latin word "TO MOVE". So the leader motivates their employees either by rewards or by threats.

7.8 Kinds of Leadership Styles

A leadership style denotes a specific behaviour a person exhibits in order to influence people and achieve organisational objectives. Each style has a peculiar feature.

They are

A. Autocratic or Authoritarian Leadership:

An autocratic leader exercises complete control over the subordinates. He centralises power in himself and takes all decisions without consulting the subordinates. He dominates and drives his group through pressure or force. The leader gives orders and expects the subordinates to follow them without questioning. He uses rewards and holds threat of penalties to direct the subordinates. Autocratic leadership style may be appropriate when subordinates are uneducated, unskilled and submissive.

Advantages:

- Autocratic leadership style permits quick decision making
- It gives strong motivation and satisfaction to the leader who dictates terms.
- Less competent subordinates are needed at lower level.
- This style may yield positive results in prompt situation.

Disadvantages:

- Autocratic style leads to frustration, low morale and conflict among subordinates.
- Full potential of subordinates and their creative ideas are not utilized.
- Organisational continuity is threatened in the absence of the leader because a subordinate gets no opportunity for development.



Figure 7.4 Adolph Hitler Autocratic Leader



Adolph Hitler was an autocratic leader because nobody in his regime has right to interfere or comment on his decision. They just want to obey and follow his orders without questioning.

B. Democratic or Participative Leadership:

A consultative or democratic takes decision in consultation and participate with the subordinates. He decentralises authority and allows the subordinates to share his power. The leader does what the group wants and follows the majority opinion. He keeps the followers informed about matters affecting them. A democratic leader provides freedom of thinking and expression. He listens the suggestion, grievances and opinions of the subordinates.

Advantages:

- Consultative leadership improves the job satisfaction and morale of subordinates.
- It cultivates the decision making ability of subordinates.
- The leader multiplies his ability through the contribution of his followers.
- It develops positive attitude of the leader and reduces resistance to change.
- The quality of decisions is improved.
- Labour absenteeism and Labour turnover is reduced.

Disadvantages:

- Democratic style is time-consuming and may result in delays in decision-making.

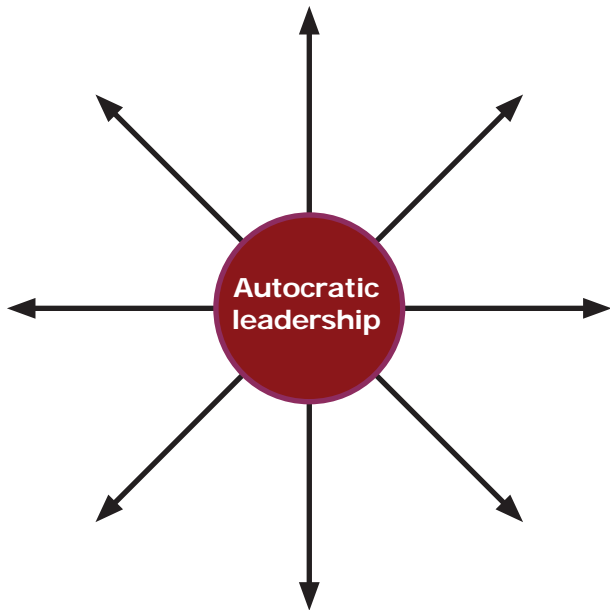


Figure 7.5 Autocratic leader the communication will be flow from the leader in one direction to subordinates.

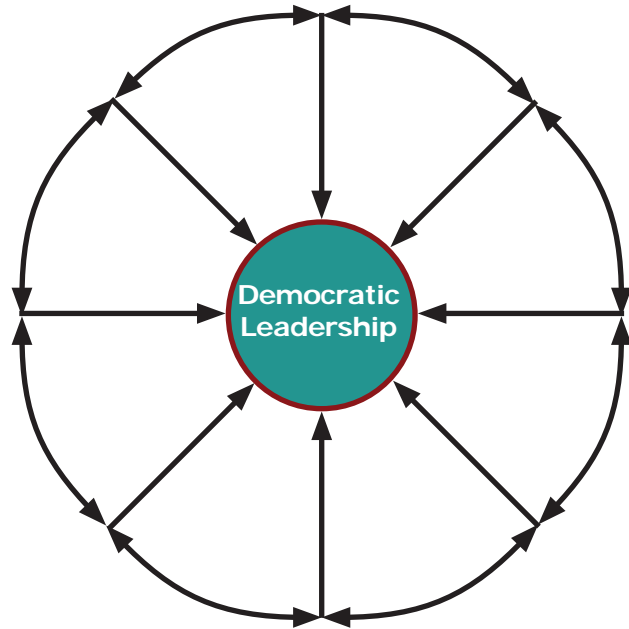


Figure 7.6 Democratic Leadership communication is flow in all direction by which leader informs, directs and also hear subordinate feedback.

- It may not yield positive results when subordinates prefer minimum interaction with the leader.
- Over a period of time subordinates may develop the habit of expecting to be consulted.



Ratan Tata and Barak Obama are democratic leaders because their decision comes from the collective mind of the group. They welcome the group response and appreciate group participation in decision making.

Free rein style may be appropriate when the subordinates are well trained, highly knowledgeable; self motivated and ready to assume responsibility.

Advantages:

- Positive effect on job satisfaction and morale of subordinates
- Maximum possible scope for development of subordinates
- Full utilization of the potential of subordinates

Disadvantages:

- Subordinates do not get the guidance and support of the leader.
- Subordinates may in different directions and may work at cross purposes which may degenerate in to chaos.

C. Free-Rein or Laissez Fair Leadership:

Free –rein leadership involves complete delegation of authority so that subordinates themselves, can take decisions. A free rein leader avoids power and relinquishes the leadership position. He serves only as a contact/ medium to bring the information and resources needed by the subordinates.

D. Functional Leadership:

A functional leader is one who is an expert in a particular field of activity. He has reached to the position of a leader



by virtue of certain special skills that he possesses. Such a leader always thinks of the task he has undertaken and spends most of his time finding out ways and means of doing it better.

Advantages:

- The presence of an expert or a functional leader is beneficial to the followers and the organisation.
- As the functional leader is a specialist in a particular field of activity, the subordinates can certainly enrich their job knowledge and skill, provided they are as committed and sincere as their leader is.

Disadvantages:

- The functional leader concentrates on his work only. An efficient subordinate can only work with him.
- Functional leader cannot go down to the level of an average worker and offer any help.

E. Institutional Leader:

An Institutional leader is one who has become a leader by virtue of his official position in the organisational hierarchy. For Ex: A person appointed as a general manager of the company. An institutional leader may not provide expert guidance to his followers. But he has to secure performance from them.

Advantages:

- He has official authority to act.
- He can demand performance from subordinates irrespective of his own credentials and the subordinates are officially answerable to him.

Disadvantages:

- As the institutional leader may not be an expert in his field of activity, he will not be in a position to offer proper guidance to his followers.
- Although the leader has the official right to demand performance from his followers, he may not have the moral right, as his own credentials are less.

F. Paternalistic Leader:

A Paternalistic leader takes care of his followers in the way the head of the family takes care of the family members. He is mainly concerned with the well being of his followers and is always ready to protect them. He may provide them with all the physical amenities needed. But he will not be able to guide them to perform the job well. Thus, the paternalistic leader is able to be sociable but is not able to offer intellectual help.

Advantages:

- He assumes a paternal role to protect his followers.
- He is always ready to provide the necessary physical amenities to the subordinates.

Disadvantages:

- He is not in a position to offer intellectual help to his followers.
- Those followers, who are capable and achievement-oriented, feel frustrated as the leader is not able to guide them to enrich their job knowledge and skill.

G. Charismatic Leader:

Charismatic leadership is basically the method of encouraging particular behaviors in others by way of effective

communication, persuasion and force of personality. Charismatic leaders motivate followers to get things done or improve the way certain things are done. This is accomplished by stimulating up eagerness in others to achieve a stated goal or vision. In essence, the charismatic leadership style has its basis in a form of heroism. This leadership style is almost of divine origin which means by their birth itself they have some quality (Traits) Character which makes others to admire them.

Advantages:

- They naturally command leadership from their quality, so no formal rules and authority are needed.
- Their presence itself gives energy and motivation to the followers.

Disadvantages:

- These types of Leaders are very few in number to identify.
- In an organisational set up leadership with formal authority can be more effective.

7.9 Qualities of a Successful Leader

A leader must possess certain exemplary qualities by virtue of which he may be able to lead and guide his subordinates. From a holistic (Overall) Perspective, the qualities which are necessary for a successful leader can be stated as follows:

1. Physical Energy and Stamina
2. Intelligence
3. Vision and Foresight:
4. Initiative:
5. Self-confidence:
6. Open mindedness (or) Flexibility:
7. Sense of Responsibility
8. Human Relations
9. Cooperation.

7.10 Business Communication

Introduction:

Humans have communicated with one another in some shape or form ever since time immemorial. Principles of communication are founded on a mixture of ancient oral and written traditions. Business communication is a broad-based concept that describes any kind of communication whose goal is to improve the value of a business. This could be internal communication, such as rules, guidelines and motivational material, or it could be external communication. Communication is the lifeblood of an organisation.

The two words ‘information’ and ‘communication’ are often used interchangeably, but they signify quite different things. Information is giving out; communication is getting through. – Sydney J. Harris.

7.11 Concept of Communication

The word ‘communicate’ has been derived from the Latin word ‘communicate’, which means to ‘share’ and ‘participate’. Communication is a process by which information is exchanged between individuals through a common system of symbols, signs of behaviour. It is the expression of facts, opinions, ideas or feelings. Communication is a two way process. There must be at least two persons to complete the process. One takes up the role of a sender and the other take up the role of receiver. Webster’s dictionary states that “communication is the act of exchanging information and understanding from one person to another”. Whether we communicate through writing or speaking, language continues to play an important role. The increasing use of telephone, mobile,

recording devices, such as Dictaphone, answering machines, live broadcasting and telecasting and video conferencing have nowadays, shifted the focus from writing to speaking.

7.12 Definition

“Communication is an intercourse by words, letters, symbols or messages and is a way that one organisation member shares meaning and understanding with another”

- Koontz and o Donnell.

“Communication is the exchange of facts, ideas, opinions or emotions by two or more persons”

- Newman and summer.



Figure 7.7 Business Communication

7.13 Characteristics of Communication

- There must be some message to be sent.
- There must be some purpose for communication.
- It involves more than two person.
- It deals with transmission of facts and feeling of two persons.
- Transmission of every message is sent through a channel.
- Medias or transmission of communication are numerous.

- Communication is a continuous process.
- Channels in communication are systematic and predetermined.
- It is a process of telling, listening and understanding.

7.14 Purpose of Communication

No organisation can function without proper and adequate communication. The ability to communicate effectively with other members of the organisation is considered as one of the most important skills of managers .

1. Flow of information:

The relevant information must flow continuously from top to bottom and vice versa. The staff at all levels must be kept informed about the organisational objectives and other developments taking place in the organisation. The information can be passed in the language which the employees can understand better.

2. Co-ordination:

It is through communication the efforts of all the staff working in the organization can be coordinated for the accomplishment of the organisational goals. The communication facilitates flow of information, ideas, beliefs, perception, advice, opinion, orders and instructions etc., both ways which enable the managers and other supervisory staff to learn managerial skills through the experience of others.

3. Preparing people to Accept change:

The proper and effective communication is an important tool in the hands of management of any organisation to bring about overall change in the



organisational policies, procedures and work style and make the staff to accept and respond positively.

4. Developing Good human relation:

Managers and workers and other staff exchange their ideas, thoughts and perceptions with each other through communication. This helps them to understand each other better. Communication helps to realise the difficulties faced by their colleagues at the workplace.

5. Ideas of subordinates encouraged:

The communication facilitates inviting and encouraging the ideas from subordinates on certain occasions on any task. This will develop creative thinking. Honouring subordinates ideas will further motivate them for work hard and a sense of belonging to the organisation will be developed

should be feedback information from the receiver to know whether he has understood the message in the same sense in which the sender has meant it.

4. Principles of informality:

Formal communication is generally used for transmitting messages and other information. Sometimes formal communication may not achieve the desired results, informal communication may prove effective in such situations.

5. Principles of consistency:

The principle states that communication should always be consistent with the policies, plans, programmes and objectives of the organisation and not in conflict with them.

6. Principle of timeliness

The principle states that communication should be done at proper time so that it helps in implementing plans. Any delay in communication may not serve any purpose.

7. Principles of adequacy:

The information communicated should be adequate and complete in all respects. Inadequate information may delay action and create confusion. Inadequate information also affects efficiency of the receiver. So adequate information is essential for taking proper decisions and making plans.

7.15 Principles of Communication

1. Principles of clarity:

The idea or message to be communicated should be defined. It should be worded in such a way that the receiver understands the same thing which the sender wants to convey.

2. Principles of attention:

In order to make communication effective, the receiver's attention should be drawn towards message. People are different in behaviour, attention, emotions etc. so they may respond differently to the message. For example, if a superior is very punctual in coming to the office then subordinates will also develop such customs/habits. It is said that 'actions speak louder than words.

3. Principles of feedback:

The principles of feedback is very important to make the communication effective. There

7.16 Communication Process

Communication has been defined as a process. The term process refers to identifiable flow of information through interrelated stages of analysis directed towards the achievement of an objective.

i. Sender

The person who intends to make contact with the objective of passing information, ideas to other persons is known as sender.

ii. Ideas

This is the subject matter of communication. This might be opinion, attitude, feelings, views, suggestions, orders etc.

iii. Encoding

Since the subject matter of communication is abstract and intangible, its transmission requires the use of certain symbols such as words, actions, pictures, etc. Conversion of the subject matter into these symbols is the process of encoding.

iv. Channel

These symbols are transmitted through certain channels, e.g. radio, telephone, air, etc., depending upon the situation of the two parties, viz., sender and receiver.

v. Receiver

Receiver is the person to whom message is meant for.

vi. Decoding

Receiver converts the symbols received from the sender to give him the meaning of the message.

vii. Feedback

Feedback is necessary to ensure that the receiver has received the message and understands it in the same sense as sender wants.

7.17 Benefits of Communication

1. Communication is the basis of organisational functioning:

Communication is the basis of organisational functioning. It is only when necessary communications are given to the subordinates about their job, action on their part is possible.

2. Communication as an aid to planning:

Communication is an aid to the process of decision making in general and planning, in particular. Any type of decision making (including planning) requires, basic information about the enterprise resources and limitations, and the external environmental factors, which must be supplied i.e. communicated to the management by suitable agencies.

3. Communication as an aid to leadership:

A leader communicates the objectives, policies, rule and procedures of the enterprise to followers and also communicates the necessary work-orders, instructions and guidance to them, for the proper execution of the intended jobs, to be performed by the group.

4. Communication as an aid to co-ordination:

Co-ordination is greatly facilitated when persons doing similar work or related aspects of work, are in perfect mutual understanding with one another – as to the manner and approach to work performance.

5. Communication helps in overcoming resistance:

People, in general resist to changes when changes are either not properly communicated to them or the purpose behind introducing such changes is not explained to them.

6. Communication as the basis of good human relations:

Communication promotes good human relations, in the organisational life. Apparently communication is transfer of messages; while intrinsically it is transmission of understanding among the sender

and the recipients of messages. A free flow of communication, through facilitating transmission of understanding paves the way for the development of good human relations in the organisation.

7.18 Types of Communication

Organisational communication may be either formal or informal in nature.

1. Formal communications

Formal communications are those which flow through formally established channels as depicted in the formal organisational chart, and are concerned with work related matters. All orders, instructions and decisions are communicated to the subordinates through this channel. Formal communications can flow in three different directions – downward, upward, and horizontal or laterally among various departments.



Figure 7.8 Formal Communication

2. Downward communications

Downward communication are those communications that flow from superiors to subordinates. Through downward communication, the superior direct the efforts of his subordinates, defines the goals, and objectives of the organisation to them.

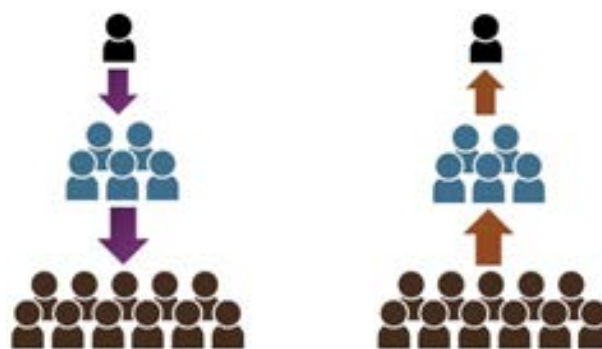


Figure 7.9 Downward and Upward Communication

3. Upward communications

Flow from the subordinates to the superiors, and are usually known as feedback. These enables the management to assess how far the downward communication has reached, understood, accepted, and carried out. These can help the management to know the employee grievances and receive valuable suggestions from the people at lower levels.

4. Horizontal or lateral communications

Refers to the communications across the subordinates who are working at the same level in the organisation. Such communications help coordinate the activities of different departments.



Figure 7.10 Horizontal Communication

5. Informal communication

Informal communication or the 'grapevine' as it is commonly known

flows through the structure less network that develops spontaneously within any organisation. People who know each other are bound to talk and most often they talk about the organisation where they work. Employees want to know what is going on in the organisation and when they lack the information they seek it from others. The grapevine carries two types of information – work related and people related.



Figure 7.11 Informal Communication

7.19 Difference between formal and informal communication

Basis for comparison	Formal communication	Informal communication
Meaning	All type of verbal communication in which the interchange of information is done through the pre-defined channels is known as formal communication	All type of verbal communication in which the interchange of information does not follow any channels i.e. the communication stretches in all directions.
Another Name	Official communication.	Grapevine communication.
Reliability	More	Comparatively
Speed	Slow	Very fast
Evidence	As the communication is generally written, documentary evidence is present.	No documentary evidence.
Time consuming	Yes	No
Advantage	Effective due to timely and systematic flow of information.	Efficient because employees can discuss work related problems, this saves time and cost of the organization.
Disadvantage	Distortion due to long chain of communication.	Spread of rumors
Secrecy	Full secrecy is maintained.	It is difficult to maintain the secrecy.
Flow of information	Only through predefined channels.	Can move freely.

7.20 Forms of Communication

In a general way, communication can be of three broad types- oral, written and nonverbal.

A. Verbal communication

The verbal communication is a type of oral communication when in a message is transmitted through the word spoken.

In oral or verbal communications, information is given directly, either through face-to-face or through telephone, mobile phones or office intercom. Meetings, lectures, seminar, conferences, interviews are example of verbal communication. There are some points for the oral communication which can be summed up as follows:

Advantages:

- Saves time and money
- Provides personal touch
- Tends to be more effective as the feedback can be received immediately

- Doubts can be clarified on the spot
- Chances of understanding are better
- Provides greater flexibility

Disadvantages of Oral Communication:

- Oral communication suffers from some inherent limitations.
- It is not always feasible (as in the case of long distances and sometime beyond the network services).
- Not appropriate for lengthy or complicated conversation.
- Not suitable for keeping records
- It has no legal validity and hence lead to problems in certain situations.
- May have chances of misunderstanding.

B. Non-verbal communication

It refers to the clues we send to others all the time regarding our feelings and emotions, either knowingly or unknowingly through our facial expressions, gestures and body

Difference between Oral and Written Communication

Basis for comparison	Oral communication	Written communication
Meaning	Exchange of ideas, information and message through spoken words is oral communication.	Interchange of message, opinions, and information in written or printed form is written communication.
What is it?	Communication with the help of words of mouth.	Communication with the help of text.
Literacy	Not required at all.	Necessary for communication.
Transmission of message	Speedy	Slow
Proof	No record of communication is there.	Proper records of communication are present.
Feedback	Immediate feedback can be given	Feedback takes time.
Revision before delivering the message	Not possible	Possible
Probability of misunderstanding	Very high	Quite less.

postures, emphasis and intonations on some words, and the physical distance between the sender and receiver.

Advantages:

- The message of non verbal communication reaches very fast and reduces the waste of time.
- Non verbal cues of communication like sign and symbols can be communicated quickly than written or oral messages.
- Helps illiterates people.

Disadvantages:

- Non verbal communication is vague because words or languages are not used.
- Long conversation and necessary explanation are not possible.
- It cannot be used at public tool for communication.
- In some cases it involves huge cost. e.g. neon sign, power point presentation etc. are very much costly compared to the other forms of communication.

C. Written communication

It is a formal method of communicating. It can provide more information to the receiver that what is not possible in oral communication. Oral communications may take the forms of reports, circular, memos, note, manual etc. writing is more reliable than speech.

Advantages of written communication:

- Suitable for lengthy matters.
- At times it might be the only available form of communication (as in long distance transactions).
- Can be maintained as a permanent record for later references.

Disadvantages of written communication:

- Time consuming and sometimes costly.
- Has a greater chance of mis-interpretation and misunderstanding.
- Difficult to maintain secrecy.
- Suffer from lack of flexibility.

7.21 Barriers to Communication

As we have mentioned earlier in this chapter, the communication process is hardly a simple one. It surely suffers from a lot of potential problems within the organisation which are called the barriers to communication. In fact, these can take place at each step of the communication process viz. encoding, decoding, etc. The barriers to communication can be listed as follows.

1. Results when the content of communication is not encoded properly. The communicator may be either too fast or too confused in presenting the matter.
2. Distortion in communication can take place particularly, when it has to pass through a number of layers as happens in multi-layered organisations.
3. Distrust of communicator may inhibit the process of communication, as the individual might not open up because of his lack of trust towards the other.
4. The flow of communication may also be restricted at some point of time in the process of communication.
5. Poor retention may be another source of barriers to communication as people tend to forget up to 50% atleast of what they have communicated.
6. Unattention may also be a potential barrier to communication.



7. Different backgrounds of two individuals may result in differences in the interpretation and understanding of a message.
8. In-group language, often used by different occupational or social groups, may be a potential barrier to communication.

7.20 How to overcome the Barriers to Communication

To improve the communication skills a manager should try the following.

1. Use simple and clear language, remember that everyone in the organisation should understand.
2. Be an active, attentive listener, or otherwise you will tend to miss valuable information.
3. Avoid information overload, as people have a limited capacity to process information and a major amount of information gets lost because of that. That is why one should pass only as much information can be attended to.
4. Give and receive feedback, as soon as possible.
5. Nurture the relationship and create an atmosphere of trust, for open and free communication in the organisation.

Points to Remember

- Leadership is a quality of behaviour of individuals by which they can influence others. Influencing others for the organisational objectives is a important element in leadership.
- Leaders may arise from a formal organisational setup and in an informal setup.
- Leadership characteristics include personal quality, influence, continuous process and situation.
- Importance of leadership include Motivating employees , Creating confidence, Building Morale, Initiates action, Builds work environment, co-ordination.
- Leader leads the group where else manager manages the group.
- Qualities of Leadership includes physical energy and stamina, Intelligence, vision and foresight, Initiative, self-confidence, open mindedness, sense of responsibility and human relations.
- Leadership style denotes a specific behaviour a person exhibits in order to influence people and achieve organisational goals.
- Different types of Leadership styles include Autocratic, Democratic, Laissez fair, functional, Institutional, paternalistic and charismatic styles.
- All leaders can be a manager also but all managers cannot be leader.
- Communication is a process by which information is exchanged between individuals through a common system of symbols, signs of behaviour.
- The term process refers to identifiable flow of information through interrelated stages of analysis directed towards the achievement of an objective.
- Feedback is necessary to ensure that the receiver has received the message and understands it in the same sense as the sender wants, that is, the message has been received, decoded properly accepted and used.
- Formal communications are those which flow through formally established channels as depicted in the formal organizational chart, and are concerned with work related matters.
- Grapevines are mostly oral, though at times an individual may send emails to one of his friends located elsewhere.



- In oral or verbal communications, information is given directly, either through face-to-face or through telephone, mobile phones or office intercom.
- Written communication in an organization is an impersonal process, but it can provide more information to the receiver than what is possible in oral communication.
- The communication process is hardly a simple one. It surely suffers from a lot of potential problems within the organization which are called the barriers to communication.

A-Z
GLOSSARY

Charisma	Charisma was used by Weber to describe one of three principal types of political authority. To Weber charisma was a personal quality of attraction and psychological power, capable of inspiring deep political loyalty in large numbers of people.
Authority	The power or right to give orders, make decisions, and enforce obedience.
Power	It is the possession of authority, control, or influence by which a person influences the actions of others, either by direct authority or by possession of some other means.
Leader	The person who leads or commands a group, organization, or country.
Trait	A quality of behavior of a person like hard working, honest person etc.
Autocratic Leader	Also called authoritarian leadership style is exemplified when a leader dictates policies and procedures, decides what goals are to be achieved, and directs and controls all activities without any meaningful participation by the subordinates.
Democratic leadership	Also known as participative leadership or shared leadership, is a type of leadership style in which members of the group take a more participative role in the decision-making process.
Laissez-faire leadership	Leadership style in which leaders are hands-off and allow group members to make the decisions.
Manager	A person responsible for controlling and administering an organization or group of people.
Functional Leadership	A leader who is expertise in one functional specialization department. It is a specific leader behaviors expected to contribute to organizational or unit effectiveness. This theory argues that the leader's main job is to see that whatever is necessary to group needs is to group effectiveness.
Verbal Communication	The sharing of information between individuals by using speech.
Rumour	An unofficial interesting story or piece of news that might be true or invented, and quickly spreads from person to person.
Horizontal Communication	It is the transmission of information between people, divisions, departments or units within the same level of organizational hierarchy.
Non-verbal communication	It is between people is communication through sending and receiving wordless cues.
Message	Message is a discrete unit of communication intended by the source for consumption by some recipient or group of recipients.



Semantic	Semantic is used to describe things that deal with the meanings of words and sentences.
Grapevine communication	Grapevine communication is a form of informal communication. It arises due to the co-existence of people.
Pre-thinking	Pre-thinking about the message is an important quality of effective communication.
Completeness	Effective communication transmits a complete message so that the receiver can understand the full meaning of the message.
Correctness	the effective communication contains only the correct messages.
Persuasiveness	persuasiveness is an important quality of effective communication.
Feedback	Effective communication always keeps the provisions of feedback.
Mutual interest	When communication considers the interest of both sender and receiver, it is treated as effective communication.
Effective Listening	The communicator is also an effective listener.
Concreteness	Business communication becomes effective-when it excludes irrelevant facts.
Conciseness	Another important quality of effective communication is that the message should be concise.
Timeliness	Usefulness of any message depends on its timely transmission.
Communication Gap	Communication Gap is when the meaning intended by the speaker or sender is not what is understood by the recipient.
Mistrust	If there is mistrust between two employees or groups, communication gap emerges, because either of them does not either want to convey proper message or does not convey the message at all.
Body language and tone	Maintaining body language as well as tone in an acceptable manner while communicating is one of the most important things to do in the workplace.
Channel	The means of transmitting information between a sender and receiver is one of the most important factors to affect the communication process.
Physical barriers	open plan building designs are attractive as they allow colleagues to communicate quickly and efficiently.
Perceptual barriers	While physical barriers are easy to see, perceptual barriers are those you erect in your mind.
Emotional barriers	Self-confidence plays an enormous role in breaking down psychological barriers.
Cultural barriers	Modern business is conducted in a global community, whether it's the mix of staff in the workplace, or working with colleagues, suppliers, and retailers in other parts of the world.
Language barriers	Communicating with people whose native language is not English can pose problems.
Gender barriers	men and women are different, and while workplace relations between genders have improved astronomically over recent years, there are times when communications break down for one reason or another.
Interpersonal barriers	poor self-esteem or an inability to make connections with others can prohibit us from actually communicating with our colleagues.
Removing communication barriers	some people are natural communicators while others have to work on their skills.
Sender	A person who sends or transmits a message, letter, email, etc.

QUESTIONS

PART- A

Objective type Questions (1 Mark)

Choose the correct answer:

1. The art of influencing others to direct their will, abilities and efforts to the achievement of goals is _____.
a. Directing
b. Motivating
c. Leadership
d. Staffing
2. "Leadership is the ability of a manager to induce subordinates to work with confidence and zeal".
a. Haimann
b. Koontz and O'Donnell
c. Davis
d. Rensis Likert
3. There can be no Leadership without
a. Managers
b) Subordinates
c) Followers
d) Superiors
4. Leadership process is interplay of three elements.
a. The Leader, the follower and the situation
b. The Leader, the followers and the subordinates
c. The leader the followers and the superiors
d. None of the above.
5. Leadership is a part of _____.
a. Organisation
b. Management
c. Both (a) and (b)
d. None of the above



6. Which one is not the quality of a successful leader?
a. Vision and foresight
b. Human Relations
c. Physical energy and stamina
d. None of the above
7. Autocratic Leadership is also known as _____.
a. Authoritarian leadership
b. Democratic Leadership
c. Free-rein leadership
d. none of the above.
8. _____ is the transfer of information from one person to another person.
a. Communication
b. Exchange
c. Transfer
d. All the above
9. Communication is the _____ way process.
a. Two
b. Three
c. Four
d. One
10. Communication is a _____ process.
a. Continuous
b. Periodic
c. Irregular
d. Non of the above
11. A conversion of the subject matter into these symbols is the process of _____.
a. Encoding
b. Decoding
c. Message
d. All the above

12. Meetings, Lectures, seminars, conferences, and interviews are example of _____ communication.

- a. Verbal
- b. Non-verbal
- c. Formal
- d. Informal

13. _____ Communication may take the forms of reports, circular, memos, note, manual etc.

- a. Oral
- b. Written
- c. Verbal
- d. Grapevine

PART –B

Very Short Answer (3 Marks)

Answer in Five lines:

- 1. What is communication?
- 2. Write a note on verbal communication.
- 3. What is upward communication?
- 4. List out any two barriers to communication.
- 5. List out the essentials of good communication.
- 6. What is encoding?
- 7. What is Leadership?
- 8. Write any 4 importance of leadership.
- 9. Write the advantages of autocratic leadership.
- 10. Write the types of Leadership.

PART- C

Short Answer (5 Marks)

Answer in one page:

- 1. State briefly the importance of communication.
- 2. What are the characteristics of communication?

3. What are the principles of communication?

4. State the types of communication.

5. Bring out the differences between formal and informal communication.

6. How to overcome the barriers of communication?

7. What is the importance of Leadership?

8. Write the Difference between manager and leader.

9. Explain the functions of the leadership.

10. What are the advantages and Disadvantages of democratic leadership style?

11. Write the problems faced by an organization without a leader.

PART- D

Essay type Questions (10 Marks)

Answer within three pages:

- 1. Elaborate the communication process.
- 2. Discuss in detail about types of communication.
- 3. Explain the importance of communication in the organization.
- 4. Explain in detail various styles of leadership.
- 5. What are the qualities of a successful leader in the organisation?
- 6. Define Leadership. Explain their characteristics.

Activity

Teacher Activity:

- 1. Ask students to prepare a list of 5 people whom they think as leaders. They want prove why these people are termed as leaders.
- 2. Conduct some role play events in the class. Ask student to imitate as their favourite leader and do some activity.



3. Ask students to prepare a list of 5 people whom they think as leaders. They want prove why these people are termed as leaders.
4. Conduct some role play events in the class. Ask student to imitate as their favourite leader and do some activity.

Students Activity:

1. Students can be asked to conduct Role play as manager regarding communication.

2. Students should prepare charts on process and types of communication.
3. Go and conduct an interview with any successful business enterprise owner and find out what type of leadership style they followed to make their enterprise a successful one.
4. Try to compare the styles of any three Indian political leaders with American political leaders.

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