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# Applied Leadership and Management in the Workplace

# Module Assignment Submission

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| Module No: | **BMSK4013** |
| Module Title: | **Management Communication** |

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# MANAGEMENT COMMUNICATION

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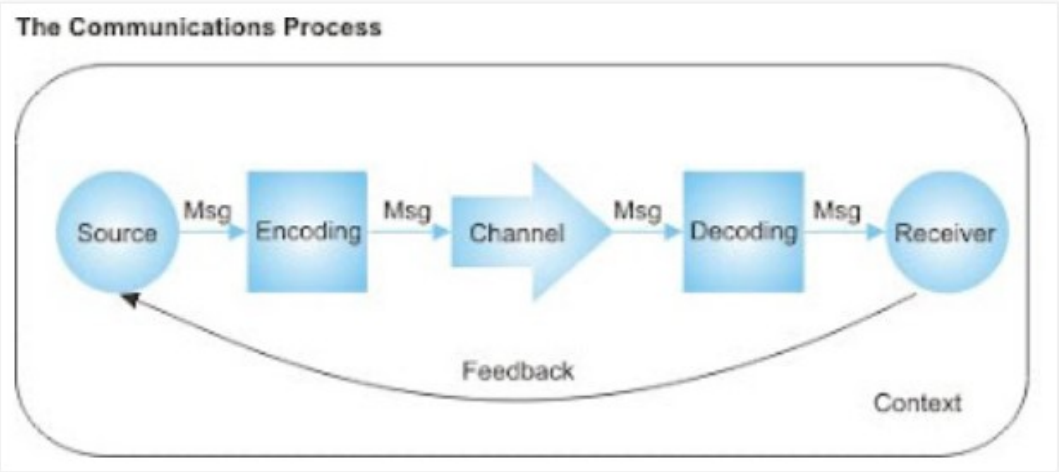
## 1. Introduction

Communication is an essential part of human contact, acting as the foundation for sharing information, expressing ideas, and developing relationships. To better understand how communication works, scholars and practitioners have created several models that break down the process into its core components. Among these, the communication cycle and other major communication models serve as frameworks for dissecting and analysing the flow of communications between individuals.

## 2. Communication Cycle and Communication Models

**Communication Cycle**

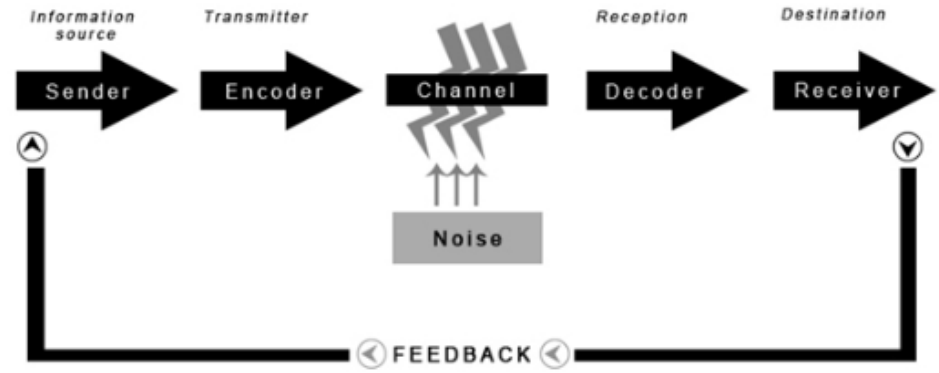



This communication cycle n (Mclaughlin, 2015) is a simple model that shows the process of communication as a continuous loop between sender and receiver. The cycle includes several critical steps:

**Idea Formation** - The sender forms an idea they wish to communicate.
**Encoding** - The sender encodes the idea into a message using language, symbols, or gestures.
**Transmission** - The encoded message is sent through a chosen medium or channel.
**Reception** - The receiver receives the transmitted message.
**Decoding** - The receiver decodes or interprets the message.
**Feedback** - The receiver provides feedback to the sender, indicating whether the message was understood.

This Communication Cycle illustrates a continuous loop of communication, it highlights the importance of feedback for effective communication and is a simple design applicable for everyday communication.

## Shannon and Weaver Model




SHANNON-WEAVER'S MODEL OF COMMUNICATION

The Shannon and Weaver model (Barsa das, 2024), introduced in 1948, Claude Shannon and Warren Weaver created the Information Theory Model, a foundational communication model, in 1949. It defines communication as the transfer of a message from a sender to a receiver via a channel that may be interfered with by noise. Understanding the benefits and drawbacks of this approach in the workplace can help businesses enhance communication tactics and manage potential difficulties.

It consists of the following components:

**Information Source** - Originates the message.
**Channel** - Medium through which the message travels.
**Noise** - Any interference that may distort the message.
**Receiver** - Decodes and interprets the message.
**Destination** - The intended recipient of the message.

| Advantages | Disadvantages |
|---|---|
| Clarity in Communication Process - The model displays the communication process in a clear and plain manner, identifying major components such as the sender, message, channel, receiver, and noise. This aids in understanding and analysing how information moves in the workplace. | The model is often criticized for being overly simplistic and linear, not adequately representing the complexity of real-world communication. Workplace communication is often dynamic and interactive, which the original model does not fully capture. |
| By explicitly including the concept of noise, the model highlights potential barriers to effective communication. This awareness can lead to strategies for minimizing disruptions and ensuring clearer communication. | The model focuses primarily on technical components of communication and ignores human factors such as emotions, context, and relationships, all of which play important roles in workplace communication. |

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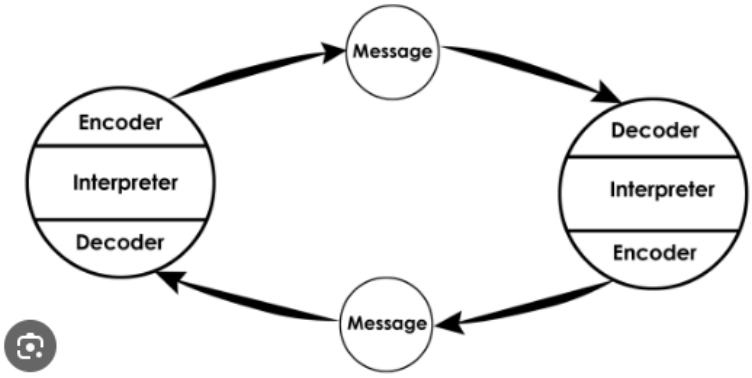
| Although the initial model was linear, it has been modified to include feedback loops, emphasising the necessity of bidirectional communication. This is critical in the workplace to ensure that communications are appropriately interpreted and that there is time for feedback and clarification. | While model modifications include feedback, the original version does not, resulting in an incomplete picture of the communication process. Effective business communication frequently relies on continual feedback and interaction. |
| The model serves as a foundational framework for designing and implementing communication systems within organizations. It helps in identifying the critical elements that need to be addressed for effective communication. | The model does not explicitly take into account the context and environment in which communication occurs. Organisational culture, power dynamics, and other contextual factors influence workplace communication in ways that the model does not account for. |
| The model can be applied to different types of communication, including verbal, written, and digital, making it versatile for various workplace scenarios. | Because of its technical focus, the model may place an emphasis on the mechanical parts of communication, potentially overlooking the importance of meaning, interpretation, and mutual understanding, all of which are essential in the workplace. |

## Schramm Model




The Schramm model (E. Smith, 2020), developed by Wilbur Schramm in 1954, emphasizes the role of shared experience and the process of encoding and decoding. Key components include:

**Source** - The originator of the message.
**Encoder** - The person or device that converts the message into signals.
**Signal** - The encoded message.
**Decoder** - The person or device that translates the signal back into a message.
**Destination** - The intended recipient of the message.

This model highlights the importance of shared experience and background knowledge. It presents the concept that both sender and receiver can function as encoders and decoders, while also highlighting the interactive nature of communication.

| Advantages | Disadvantages |
|---|---|
| The inclusion of feedback in the Schramm model ensures that communication is not a one-way process. In the workplace, this allows for clarification, adjustment, and confirmation of messages, leading to more effective and accurate communication.<br>For instance, during team meetings or project updates, employees can ask questions or provide input, ensuring that everyone is on the same page and misunderstandings are minimized. | The model can be seen as more complex compared to linear models of communication, making it harder to understand and implement, especially for individuals not trained in communication theories. Employees may find it challenging to apply the principles of encoding, decoding, and feedback effectively without proper training, leading to potential confusion or miscommunication. |
| By highlighting the processes of encoding (message formulation by the sender) and decoding (message interpretation by the receiver), the Schramm model encourages awareness of potential misinterpretations and promotes the use of clear, concise language. This is particularly useful in diverse workplaces where employees may have different cultural or linguistic backgrounds, helping to bridge communication gaps and ensure that messages are understood as intended. | The Schramm model emphasizes the role of context in communication, which can vary widely across different workplace environments. This variability can make it difficult to create standardized communication protocols.<br>In large organizations with diverse departments and roles, what works well in one context may not be effective in another, necessitating tailored communication strategies that can be time-consuming to develop. |
| The model views communication as an ongoing and reciprocal process, which is critical in a dynamic workplace where continuous interaction is necessary for collaboration and problem-solving.<br>This is beneficial in project management, where continuous updates and feedback loops are crucial for the success of a project, allowing for ongoing adjustments and improvements. | The model assumes that both sender and receiver share a common field of experience, which may not always be the case in a multicultural or multidisciplinary workplace.<br>Differences in professional jargon, cultural backgrounds, or levels of expertise can lead to misunderstandings if not carefully managed, potentially affecting collaboration and productivity. |
| By recognizing the presence of "noise" (any interference that distorts the message), the Schramm model helps in identifying and mitigating factors that can lead to miscommunication. Identifying potential sources of noise, such as background distractions or technological issues, can | Effective communication in the Schramm model relies heavily on feedback, which may not always be forthcoming due to hierarchical barriers, time constraints, or reluctance to provide honest feedback.<br>In hierarchical organizations, employees might hesitate to give feedback to superiors, or feedback may be delayed due |

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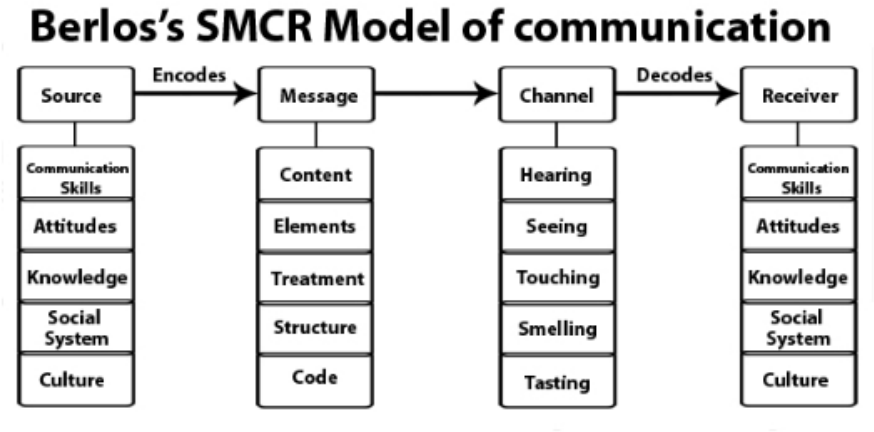
| improve communication efficiency during virtual meetings or in open-plan offices. | to busy schedules, leading to unresolved issues and less effective communication. |

## Berlo's SMCR Model




David Berlo's SMCR model (P.Juneja, 2015), proposed in 1960, breaks down communication into four primary components:

**Source** - The originator of the message, which includes communication skills, attitudes, knowledge, social system, and culture.
**Message** – The content of the communication.
**Channel** – The medium used to send the message, involving the five senses (hearing, seeing, touching, smelling, tasting).
**Receiver** - The recipient of the message, with similar factors as the source (communication skills, attitudes, knowledge, social system, and culture).

This model has a more detailed analysis of each component's characteristics. It emphasizes the complexity of communication skills and personal factors and suggests that effective communication depends on the alignment of source and receiver.

| Advantages | Disadvantages |
|---|---|
| The model breaks down communication into specific components (Source, Message, Channel, Receiver), allowing for a thorough analysis of each part.<br>This can help in identifying specific areas where communication may be breaking down. For example, if there is a recurring issue with misunderstandings, the model can help pinpoint whether the problem lies in the message formulation, the channel used, or the receiver's interpretation. | The model is linear and one-way, which doesn't account for the feedback loop inherent in effective communication. Without acknowledging feedback, the model may oversimplify communication processes in the workplace, leading to missed opportunities for clarification, correction, and improvement of messages. |

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| Berlo's model highlights the importance of the source's and receiver's communication skills, attitudes, knowledge, social system, and culture.<br>By understanding that effective communication depends on the skills and attitudes of both the sender and receiver, organizations can emphasize training programs that improve communication skills, cultural awareness, and knowledge sharing. | Unlike models that incorporate feedback and noise (such as Schramm's model), Berlo's model does not explicitly address these elements.<br>This can be a significant drawback as feedback is essential for ensuring messages are received and interpreted correctly. Additionally, ignoring noise can lead to unrecognized barriers to effective communication, such as environmental distractions or technological issues. |
| The model underscores the importance of encoding (how the message is created by the sender) and decoding (how the message is interpreted by the receiver). This encourages careful crafting of messages and active listening, ensuring that instructions, feedback, and information are conveyed and understood accurately, which is crucial in team collaboration and management. | The model assumes a certain level of homogeneity in the communication skills and background of the source and receiver. In diverse workplaces, this assumption can lead to oversights regarding the different communication needs and styles of employees from varied cultural and educational backgrounds, potentially leading to miscommunication and reduced collaboration. |
| The model is applicable to various communication channels, whether face-to-face, email, or digital platforms.<br>This is particularly useful in today's workplaces, where multiple communication channels are used. The model can guide the selection of the most appropriate channel for different types of messages, enhancing overall communication effectiveness. | The model does not take into account the broader context in which communication occurs, such as organizational culture, power dynamics, and relational aspects. This can limit the model's applicability in complex organizational settings where context heavily influences how messages are sent, received, and interpreted. |

In summary, whilst each model has its advantages and problems, the Schramm model is generally the best suitable for professional communication due to its participatory character, emphasis on feedback, and context sensitivity. This model helps ensure that communications are not only transmitted and received but also comprehended and acted upon effectively, making it the greatest choice for boosting communication effectiveness in the workplace.

## 2.1 Assessing Written Communication methods in the workplace

| Emails | |
|---|---|
| **Strengths** | **Weaknesses** |
| **Formal and Informal -** Can be used for both formal and informal communication.<br>**Documentation -** Provides a written record of correspondence.<br>Reactive - Allows recipients to respond when it is most convenient. | **Volume Overload**: High volume can lead to important emails being overlooked.<br>**Misinterpretation**: Lack of tone and non-verbal cues can lead to misunderstandings.<br>**Delayed Response -** Can lead to delays in critical communication. |
| **Suggestions to improve:** | |
| **Clear Subject Lines**: Use specific and concise subject lines to highlight the email's purpose.<br>**Bullet Points and Summaries**: Break down information using bullet points or summaries to make emails easier to read.<br>**Standardized Templates**: Develop templates for common email types to ensure consistency and clarity.<br>**Follow-up Reminders**: Set reminders for follow-up on critical emails to ensure timely responses. | |
| **Reports** | |
| **Strengths** | **Weaknesses** |
| **Detailed Information**: Allows for comprehensive analysis and presentation of information.<br>**Formal Record**: Serves as an official record of business activities and findings. | **Time-Consuming**: Can be time-consuming to prepare and read.<br>**Complexity**: May be too detailed or technical for some readers to understand easily. |
| **Suggestions to improve:** | |
| **Executive Summaries**: Include a concise executive summary at the beginning to provide a quick overview.<br>**Visual Aids**: Use charts, graphs, and tables to present data clearly and make reports more engaging.<br>**Consistent Formatting**: Establish a consistent format and structure to make reports easier to navigate.<br>**Review Process**: Implement a review process to ensure accuracy and clarity before dissemination. | |
| **Instant Messaging - Teams** | |
| **Strengths** | **Weaknesses** |
| **Real-Time Communication**: Facilitates quick, real-time interactions.<br>**Collaborative**: Supports team collaboration through group chats and channels. | **Informal**: May lead to overly casual communication and lack of professionalism.<br>**Distraction**: Can be a source of constant interruption and distraction. |
| **Suggestions to improve:** | |
| **Channel Organization**: Organize channels by project or topic to keep conversations focused and relevant.<br>**Do Not Disturb Mode**: Encourage the use of 'do not disturb' modes to minimize distractions during focused work times. | |

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| **Message Pinning and Summarization**: Use pinning and summarization features to highlight important messages and updates. |

## 2.2 Assessing Verbal Communication methods in the workplace

| **Meetings** | |
|---|---|
| **Strengths** | **Weaknesses** |
| **Interactive**: Allows for real-time discussion, feedback, and decision-making.<br>**Personal Engagement**: Facilitates face-to-face interaction, fostering better relationships and understanding. | **Time-Consuming**: Can be lengthy and inefficient if not well-organized.<br>**Dominance Issues**: Risk of certain individuals dominating the conversation, limiting others' participation. |
| **Suggestions to improve:** | |
| **Clear Agendas**: Distribute a clear agenda before the meeting to keep discussions focused and on track.<br>**Time Management**: Set strict time limits for each agenda item to ensure the meeting stays within the allocated time.<br>**Inclusive Participation**: Encourage participation from all attendees by asking for input and opinions from quieter members.<br>**Action Items**: Conclude meetings with a summary of action items and responsibilities to ensure follow-up. | |
| One-on-One Conversations | |
| **Strengths** | **Weaknesses** |
| **Personalized Communication**: Allows for tailored communication to address specific issues or feedback.<br>**Confidentiality**: Provides a private setting for discussing sensitive or personal matters. | **Time-Intensive**: Can be time-consuming, especially for managers with large teams.<br>**Potential for Miscommunication**: Without clear documentation, important points may be forgotten or misinterpreted. |
| **Suggestions to improve:** | |
| **Preparation**: Both parties should prepare in advance to ensure a productive discussion.<br>**Active Listening**: Practice active listening to ensure mutual understanding and address concerns effectively.<br>**Follow-Up Notes**: Summarize key points and agreed actions in a follow-up email to ensure clarity and accountability.<br>**Regular Scheduling**: Schedule regular one-on-ones to maintain continuous communication and address issues promptly. | |
| **Telephone and Video Calls** | |
| **Strengths** | **Weaknesses** |
| **Direct Communication**: Enables real-time, direct communication, bridging geographical distances.<br>**Immediate Feedback**: Allows for immediate feedback and clarification of points. | **Technical Issues**: Susceptible to technical problems such as poor connection or software issues.<br>**Lack of Non-Verbal Cues**: Missing visual cues in phone calls can lead to misinterpretation. |
| **Suggestions to improve:** | |

**Clear Speaking**: Encourage clear and articulate speaking to ensure understanding, especially when non-verbal cues are absent.
**Structured Agenda**: Use a structured agenda to keep calls focused and productive.
**Video Calls Preference**: Opt for video calls over phone calls when possible to incorporate visual cues and enhance communication.

## 3. Theories of Motivation

Motivation refers to the psychological processes that drive and energize behaviour, directing individuals towards specific goals or outcomes. It encompasses the internal and external factors that influence the initiation, direction, intensity, and persistence of behaviour.

Key Components include:

**Initiation**: Motivation prompts individuals to initiate or begin a particular behaviour or action. It provides the impetus to start working towards a goal or desired outcome.

**Direction**: Motivation determines the direction of behaviour, guiding individuals towards specific goals or objectives. It helps individuals prioritize tasks and allocate resources effectively.

**Intensity**: Motivation influences the intensity or level of effort individuals put into a task or activity. It determines the amount of energy and resources individuals are willing to invest to achieve their goals.

**Persistence**: Motivation influences the persistence or continuation of behaviour over time, even in the face of obstacles or challenges. It helps individuals stay focused and committed to their goals, despite setbacks or difficulties.

**Intrinsic Motivation:**

Intrinsic motivation refers to engaging in an activity for its own sake, driven by internal factors such as enjoyment, interest, or personal satisfaction.

Pursuing a hobby, reading for pleasure, or solving a challenging problem because it's inherently rewarding and enjoyable.

**Extrinsic Motivation:**

Extrinsic motivation involves engaging in an activity to attain an external outcome or reward, such as money, recognition, or praise.

Working overtime for extra pay, studying to earn good grades, or completing tasks to receive a bonus.

## Maslow's Hierarchy

Maslow's theory (Bitesize Learning, 2024) suggests that individuals are motivated by a hierarchy of needs, progressing from basic physiological needs to higher-level needs like self-actualization. It's often depicted as a pyramid, with basic needs at the bottom and self-actualization at the top. According to Maslow, individuals must fulfill lower-level needs before progressing to higher ones.

## McClelland's Theory

McClelland identified three primary motivators (K. Miller, 2022). The need for achievement, the need for affiliation, and the need for power. According to this theory, individuals are driven by one or more of these needs, which can vary in intensity from person to person.

## The X-Y Theory

| Theory X managers believe that most people ... | | Theory Y managers believe that most people ... |
|---|---|---|
| Are driven by monetary concerns | ⟷ | Are driven by job satisfaction |
| Will avoid work when possible | ⟷ | Actively seek work |
| Lack ambition and dislike responsibility | ⟷ | Show ambition and seek responsibility |
| Are indifferent to organisational needs | ⟷ | Are commited to organisational objectives |
| Lack creativity and resist change | ⟷ | Are creative and welcome change |

The X-Y Theory of Motivation (O. Kayode, 2013) is a concept proposed by Douglas McGregor, a management theorist, in his book "The Human Side of Enterprise" published in 1960. McGregor introduced two contrasting views of human nature and motivation, labelled as Theory X and Theory Y. These theories represent different assumptions about employees' attitudes, behaviour's, and motivations in the workplace.

### Theory X within the Workplace

Theory X represents a traditional, pessimistic view of human nature and motivation. It is based on the following assumptions:

- **Inherent Dislike for Work**
- **Need for Control and Direction**
- **Avoidance of Responsibility**
- **Reliance on External Motivation**

### Theory Y within the Workplace

Theory Y represents a more modern, optimistic view of human nature and motivation. It is based on the following assumptions:

- **Intrinsic Motivation**
- **Self-Directed and Responsible**
- **Desire for Achievement**
- **Creative Problem-Solvers**

While McGregor's X-Y Theory presents two opposing viewpoints on human nature and motivation, it has influenced conversations about successful leadership, employee engagement, and organisational culture. Managers can reflect on their own beliefs and practices by recognising the assumptions that underpin Theories X and Y, and try to create settings that inspire intrinsic drive, innovation, and employee empowerment. This theory best describes my workplace.

## 4. Conflict within the Workplace

Workplace conflict is any disagreement or dispute occurring between individuals or groups inside an organisation. It can take many forms and occur at different levels, such as interpersonal disputes between coworkers, conflicts between supervisors and subordinates, or conflicts within teams or departments. Workplace conflict can arise from a variety of causes, including differences in goals, values, communication styles, personalities, and organisational resources.

**Personal Conflict**: Conflict between individuals, often stemming from personal differences, misunderstandings, or incompatible goals.

**Group Conflict**: Arising from disagreements over tasks, roles, or decision-making processes. Intragroup conflict can hinder collaboration and cohesion within the team.

**Role Conflict**: This can occur when individuals are pulled in different directions or face contradictory demands from supervisors, colleagues, or organizational policies.

## What can cause Conflict?

- **Communication Breakdown**
- **Differences in Values or Goals**
- **Personality Clashes**
- **Resources**

## Impact of Workplace Conflict:

**Reduced Productivity**: Workplace conflict can distract employees from their tasks, reduce focus and concentration, and impede workflow, leading to decreased productivity.

**Negative Workplace Atmosphere**: Conflict can create a tense or hostile work environment, affecting morale, job satisfaction, and employee well-being.

**Increased Turnover**: Prolonged or unresolved conflicts can contribute to employee dissatisfaction and turnover, as individuals may seek opportunities in less conflict-prone environments.

**Damaged Relationships**: Conflict can strain relationships between coworkers, teams, or managers and employees, eroding trust and collaboration.

**Financial Costs**: Workplace conflict can incur financial costs for organizations through increased absenteeism, turnover, and the need for conflict resolution interventions.

**How to Manage Workplace Conflict:**

- Open Communication
- Conflict Resolution Training
- Mediation and Facilitation
- Establishing Clear Policies and Procedures
- Promoting Collaboration
- Addressing Underlying Issues
- Seeking Professional Assistance

I think that workplace conflict is a common occurrence and inevitable aspect of work life. While conflict can have negative consequences, it also presents opportunities for growth, innovation, and improved relationships when managed effectively. We can see that by understanding the causes and impacts of workplace conflict and implementing proactive strategies for resolution and prevention, we can foster a positive and productive work environment for their employees.

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