

**Class 12**

**Business Studies**

# Chapter - 7

# Directing

# Directing

The process of activating human resources to achieve the objectives of business



Directing means **Moving into action**

# Directing

“Directing is telling people what to do and seeing that they do it to the best of their ability”

- Earnest Dale

A German-born American organizational theorist, Professor in Business Administration at Columbia University, better known for his work on **Comparative Management Theory**





# Characteristics of Directing

# Characteristics of Directing

1

## Initiates action

Directing gives a starting for all actions in the management

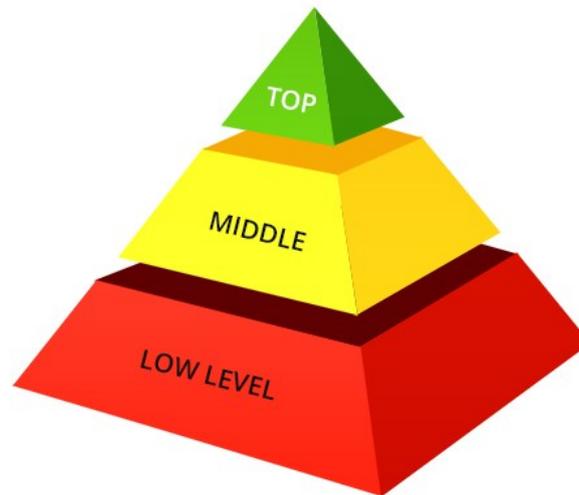


# Characteristics of Directing

2

## Pervasive

This function takes place wherever superior – subordinate relationship exists



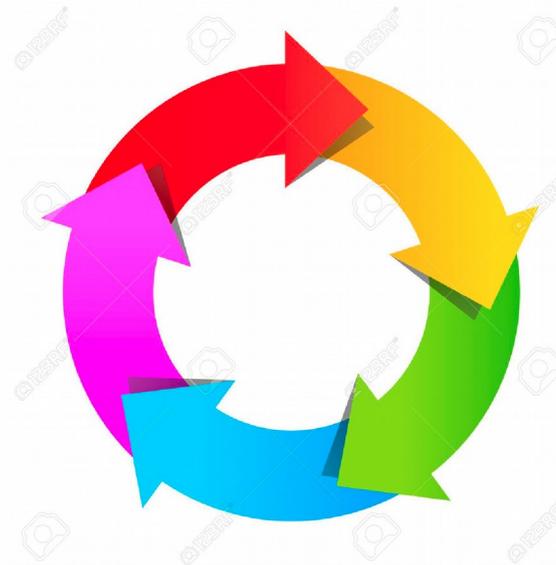
Applicable to all the levels of management

# Characteristics of Directing

3

## Continuous process

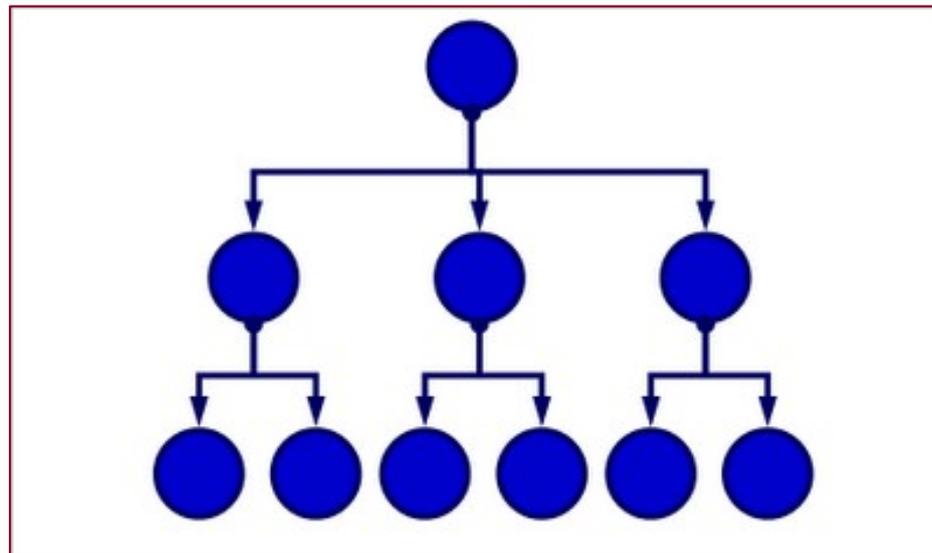
It carried out through the life of the organization



# Characteristics of Directing

## 4 **Flows from top to bottom**

It implies that managers can direct the subordinates

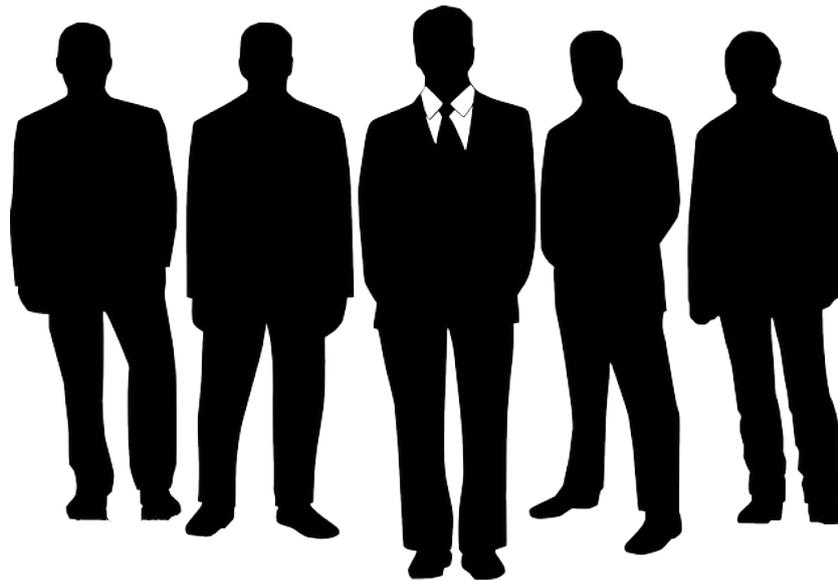


# Characteristics of Directing

5

## Human element

Directing is concerned with the human beings in the organization



# Characteristics of Directing

- 1. Initiates action**
- 2. Pervasive**
- 3. Continuous process**
- 4. Flows from top to bottom**
- 5. Human element**





# Importance of Directing

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# Importance of Directing

## 1. Human element

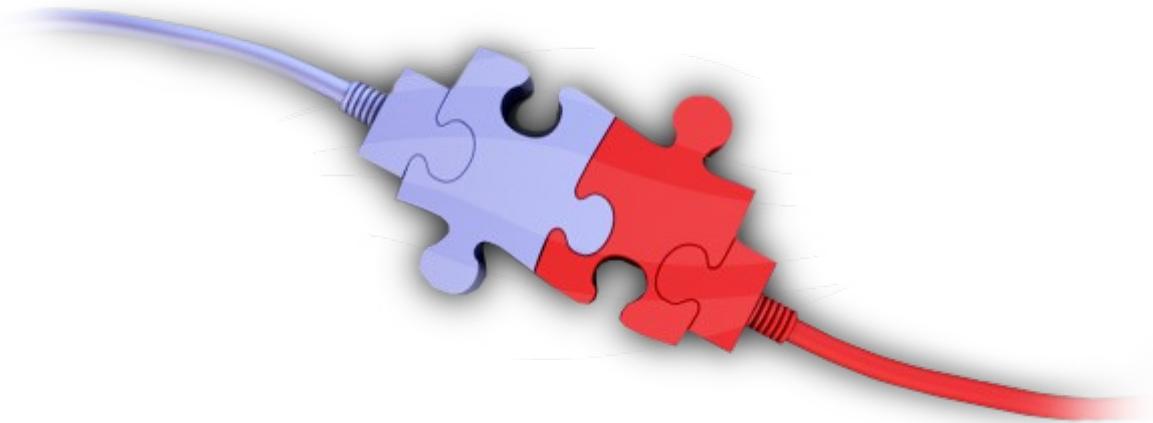
Through direction management conveys and motivates individuals to perform in the desired way to achieve goals



# Importance of Directing

## 2. Integrates employees' efforts

Directing coordinates and integrates the activities of all the people in the organization



If their efforts are not integrated properly, the business cannot achieve its objectives successfully

# Importance of Directing

## 3. Means of motivation

Proper direction motivates the employees to contribute their maximum effort



# Importance of Directing

## 4. Provides stability and balance in the organization

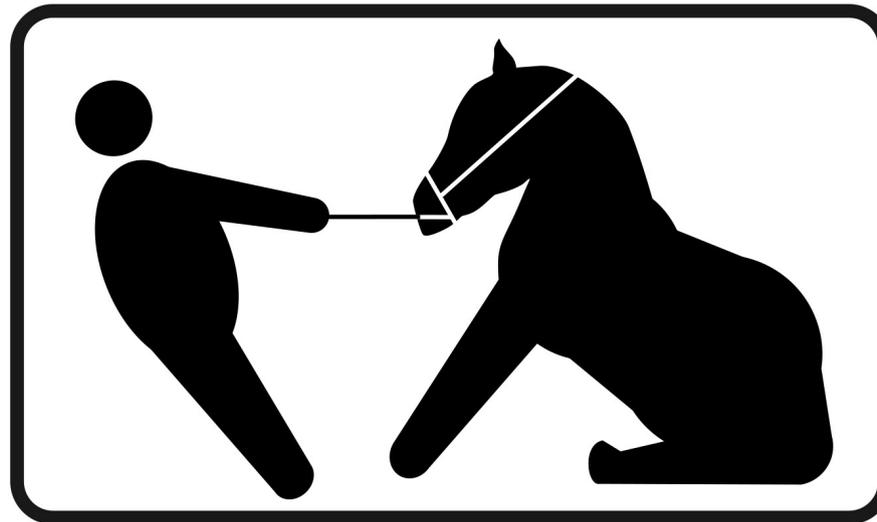
Effective leadership, supervision, motivation and communication provide stability and balance in the organization



# Importance of Directing

## 5. Facilitates changes in the organization

Through proper direction and motivation employees will be induced to accept the changes and challenges of job



# **Importance of Directing**

- 1. Human element**
- 2. Integrates employees' efforts**
- 3. Means of motivation**
- 4. Provides stability and balance in the organization**
- 5. Facilitates changes in the organization**

# **Principles of Directing**

# Principles of Directing

## 1. Maximum individual contribution

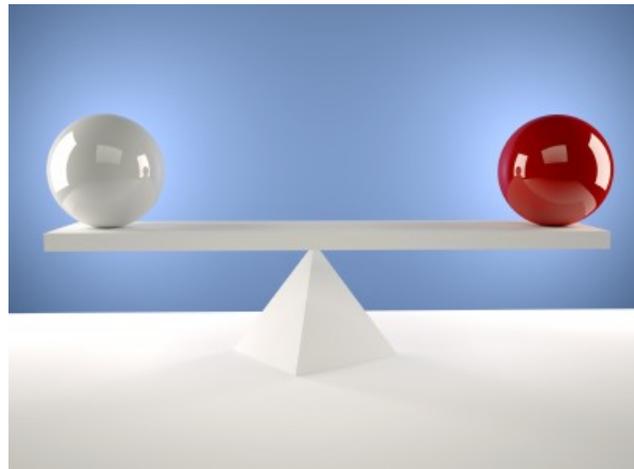
Directing helps every individual to contribute their maximum efficiency



# Principles of Directing

## 2. Harmony of objectives

It helps to remove the conflict between employee's objectives and organization's objectives



Eg: employee expects more salary while organization expects more efficiency, the gap between these two may be reduced with the help of directing

# Principles of Directing

## 3. Unity of command

While giving direction to the subordinates all the superiors must follow this principle of unity of command



# Principles of Directing

## 4. Appropriateness

Appropriate technique should be adopted by the superiors based on the needs and wants of the employees

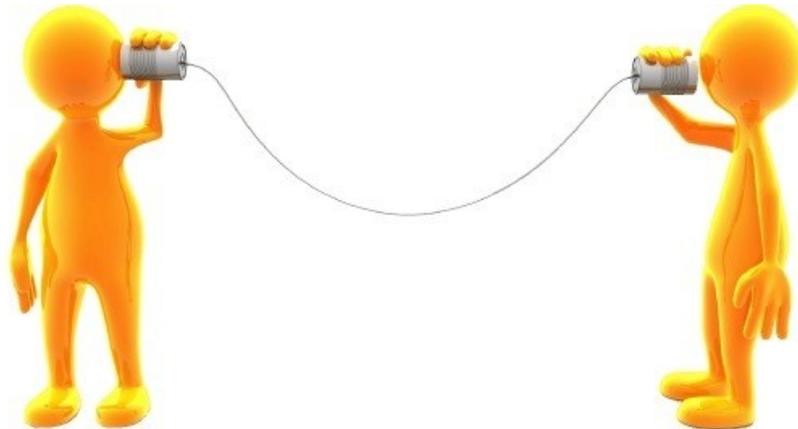


For example, some are seeking for monetary benefits but some others for promotion

# Principles of Directing

## 5. Managerial communication

Effective managerial communication throughout the organization at all levels makes direction effective



It will ensure the free flow of ideas, information, suggestions, feedback, complaints and grievances

# Principles of Directing

## 6. Use of informal organizations

Managers can make use of informal organisations for effective directing



# Principles of Directing

## 7. Leadership

Managers should exercise effective leadership while directing



This will influence subordinates positively

# Principles of Directing

## 8. Follow up

Proper follow up should be there in the organization to ensure that the instructions are strictly followed and the work is being performed as expected



# **Principles of Directing**

- 1. Maximum individual contribution**
- 2. Harmony of objectives**
- 3. Unity of command**
- 4. Appropriateness**
- 5. Managerial communication**
- 6. Use of informal organizations**
- 7. Leadership**
- 8. Follow up**



# **Elements of Direction**

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# Elements of Direction



# **1. Supervision**

# Supervision

The term “supervision” is derived from two Latin words – “Super” and “Vision”.

Super means over and above and vision means to see



Supervising means “Overseeing the activity”.

# Supervision

In management, supervision means overseeing the subordinates at work



It refers to direct and immediate guidance and control of subordinates in performing their tasks in accordance with the plans and policies of the enterprise

# Supervision

The person who supervises the subordinates is called “Supervisor”



He is also known as Foreman, Overseer, Superintendent, Section officer etc.

# **Importance / Role / Functions of Supervision / Supervisor**

# Importance of Supervision

## 1. Day to day contact with the workers

Maintain day to day contact with the workers and he acts as a guide, friend and philosopher



# Importance of Supervision

## 2. Link between management and employees

Supervisor acts as a link between management and employees



# Importance of Supervision

## 3. Maintains group unity

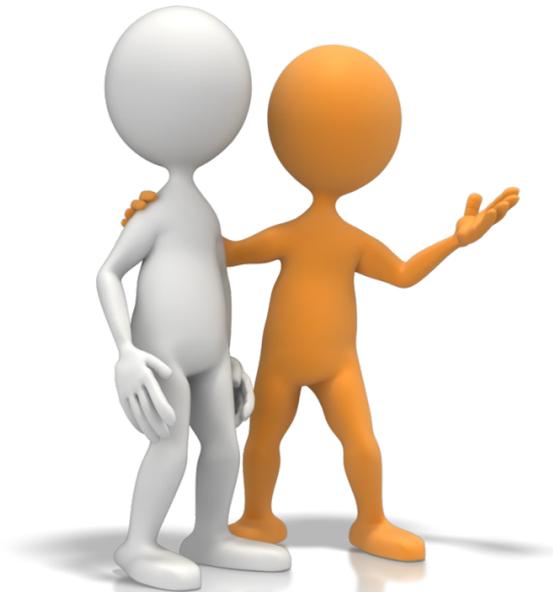
Maintains group unity by ensuring harmony among the workers in his group



# Importance of Supervision

## 4. Ensures performance of work

Ensures performance of work by motivating the workers



# Importance of Supervision

## 5. Provides on the job training

Provides on the job training thereby he can make a good team of workers



# Importance of Supervision

## 6. Influences workers

Influences workers through effective supervision



# Importance of Supervision

## 7. Provides feedback

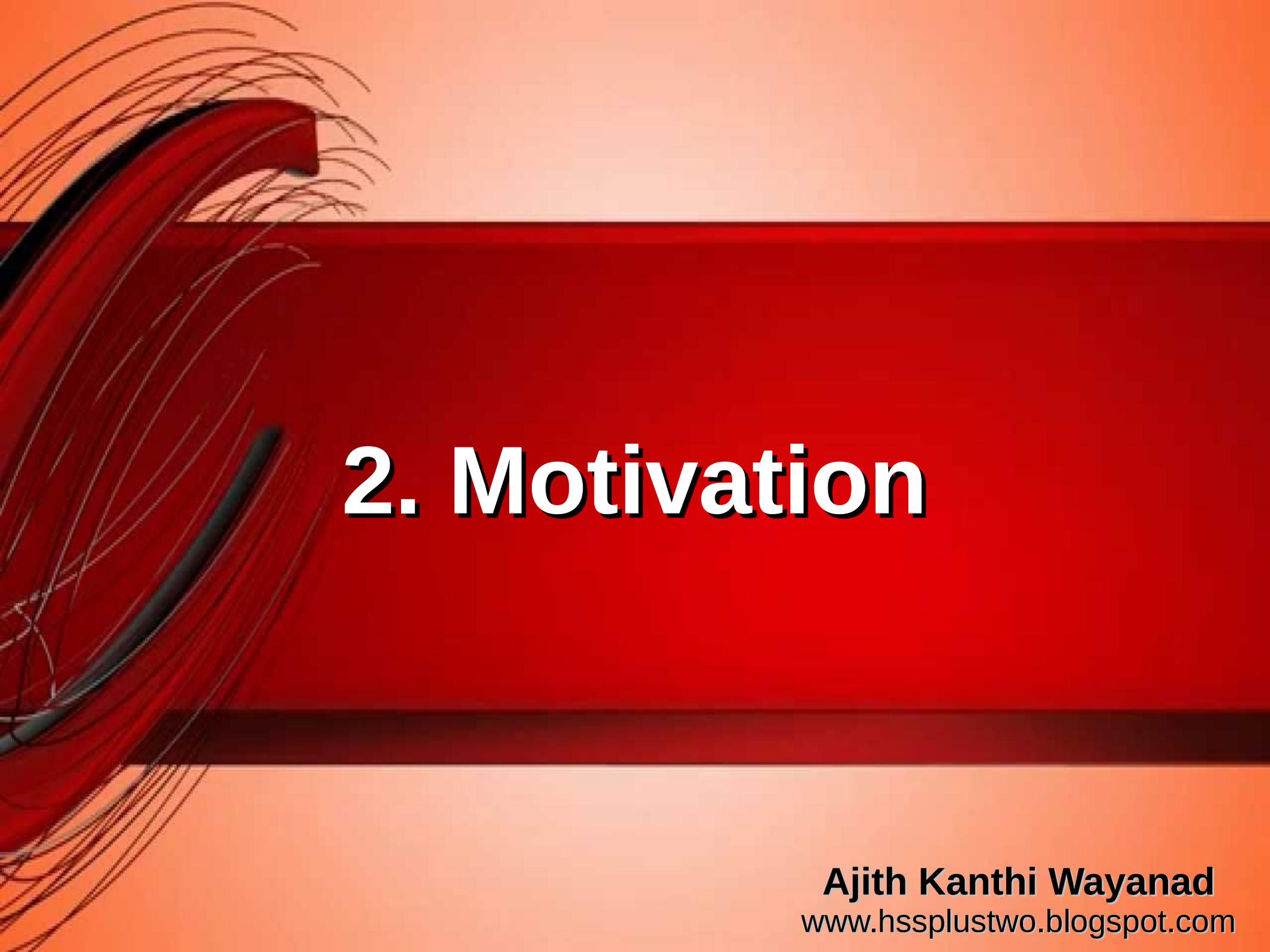
This will lead to better performance and developing work skills



# **Importance of Supervision**

- 1. Day to day contact with the workers**
- 2. Link between management and employees**
- 3. Maintains group unity**
- 4. Ensures performance of work**
- 5. Provides on the job training**
- 6. Influences workers**
- 7. Provides feedback**





# 2. Motivation

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# Motivation

Motivation means a process of stimulating people to action to accomplished goals





# **Features of Motivation**

# Features of Motivation

## 1. Internal feeling

Desire to have a car, recognition in the society etc. are the internal feeling of an individual which lead him to be motivated



# Features of Motivation

## 2. Produces goal – directed behaviour

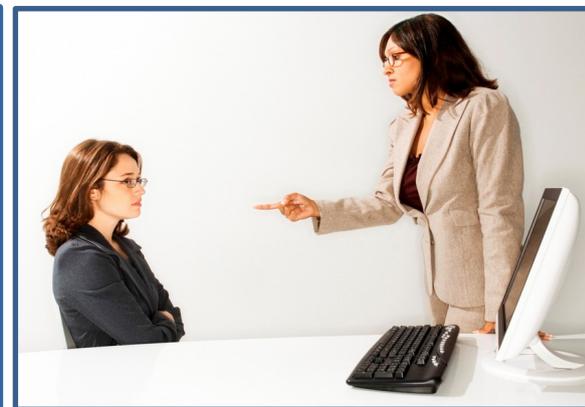
If an employee is interested in promotion he will try to improve his performance, hence motivation produces goal-directed behaviour



# Features of Motivation

## 3. Motivation can be either positive or negative

Better pay, promotion, recognition, assigning important jobs with more responsibilities etc. are positive motivations, whereas punishment, cutting increments, scolding etc. are negative means of motivation



# Features of Motivation

## 4. Motivation is a complex process

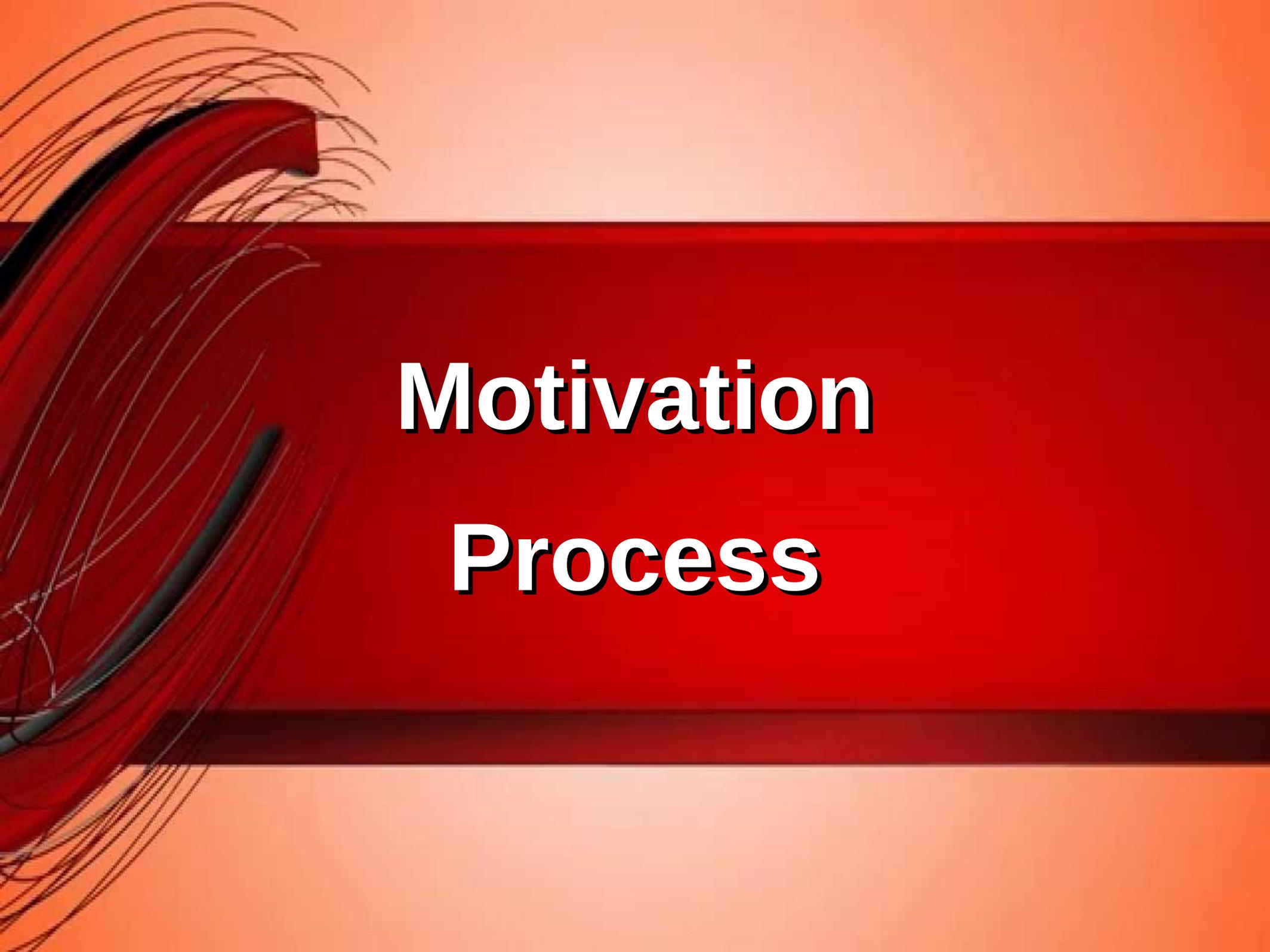
Because of individual differences among the employees, a uniform type of motivation may not satisfy all people in the organization



# Features of Motivation

1. Internal feeling
2. Produces goal – directed behaviour
3. Positive or negative motivation
4. Complex process





# **Motivation Process**



# Motivation Process

## 1. Unsatisfied need

Unsatisfied need of an individual is the first stage in motivation



# Motivation Process

## 2. Tension

Unsatisfied need creates a tension



# Motivation Process

## 3. Drives

Tension stimulates his drives



# Motivation Process

## 4. Search behaviour

Drives put him into a state of search behaviour to satisfy his need



# Motivation Process

## 5. Satisfied need

Search behaviour ends in satisfied need



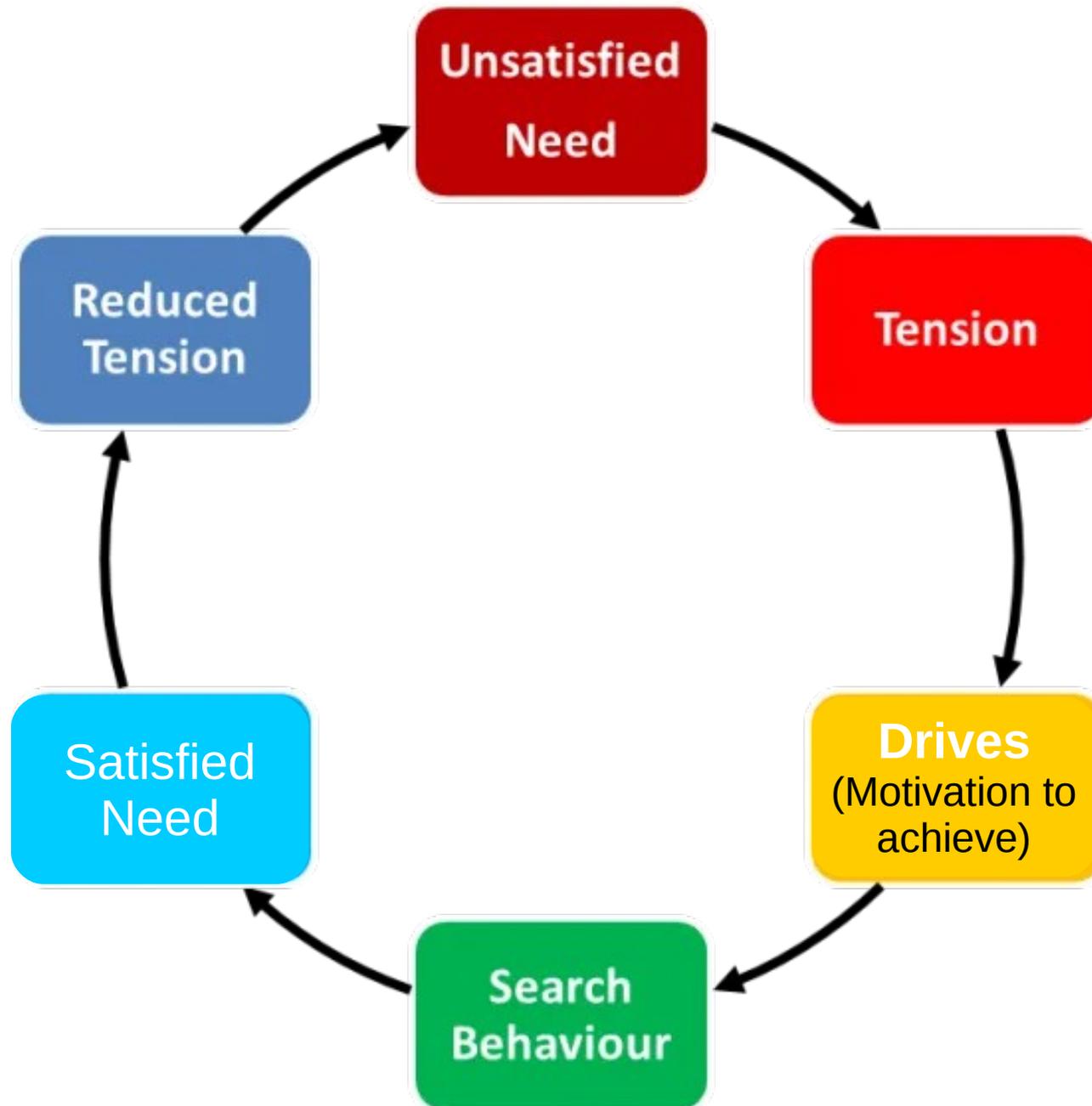
# Motivation Process

## 6. Reduction of tension

Once the need is satisfied, he is relieved of tension



# Motivation Process





# **Importance of Motivation**

# Importance of Motivation

## 1. Improves efficiency and performance level

Motivation bridges the gap between ability and willingness to work



# Importance of Motivation

## 2. Helps to create positive attitude

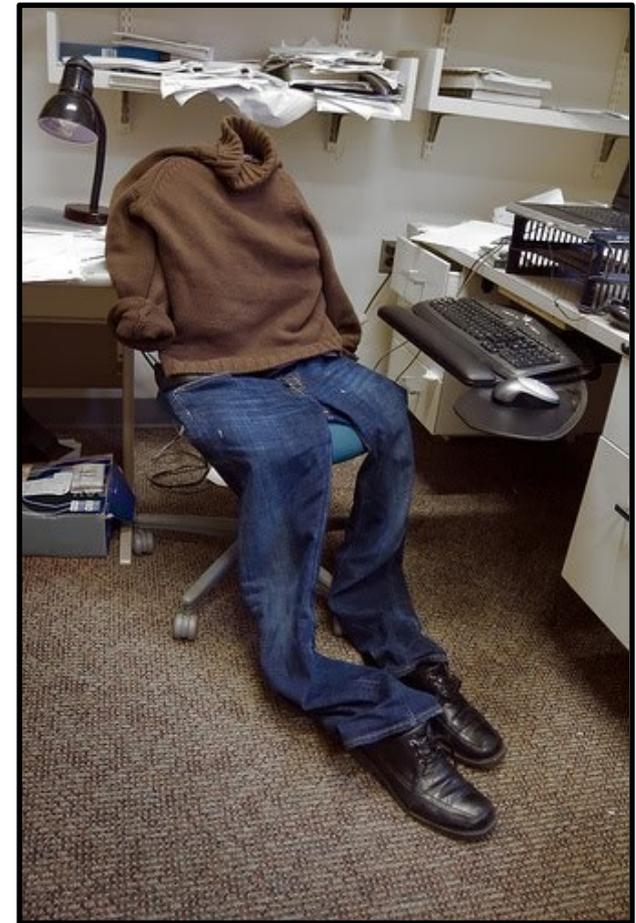
If the organization rewards properly and supervisor gives proper encouragement, the worker may slowly develop a positive approach towards the work



# Importance of Motivation

## 3. Reduces employee turnover and absenteeism

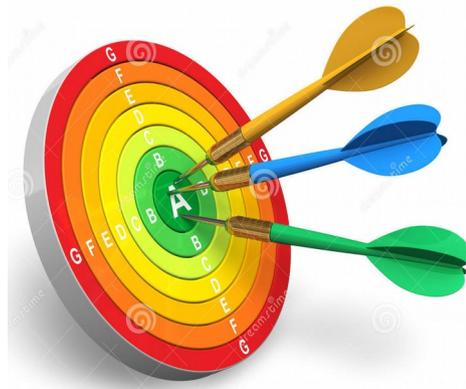
Motivation creates confidence and morale in the workforce and workers will be loyal to the organization, which will result in lower employee turnover and absenteeism



# Importance of Motivation

## 4. Accomplishment of organizational goals

Management through motivation creates willingness to work, which will lead to best results and thereby achieve the organizational goal



# Importance of Motivation

## 5. Helps to accept changes

Business environment is always changing, so that the business has to adopt these changes in time, motivation among the employees will help to adopt these changes without any hesitation



# Importance of Motivation

1. Improves efficiency and performance level
2. Helps to create positive attitude
3. Reduces employee turnover and absenteeism
4. Accomplishment of organizational goals
5. Helps to accept changes



# **Maslow's Need Hierarchy Theory of Motivation**

# Need Hierarchy Theory of Motivation

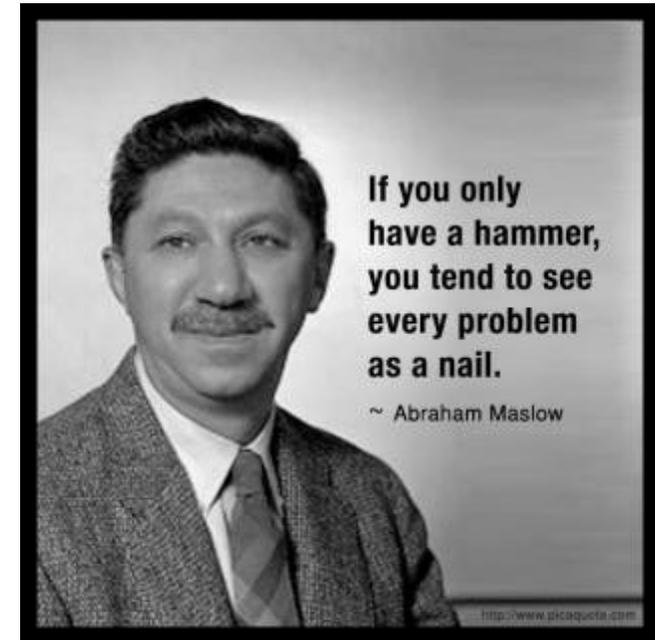
## Abraham Maslow

U. S. Psychologist

Father of Management Psychology

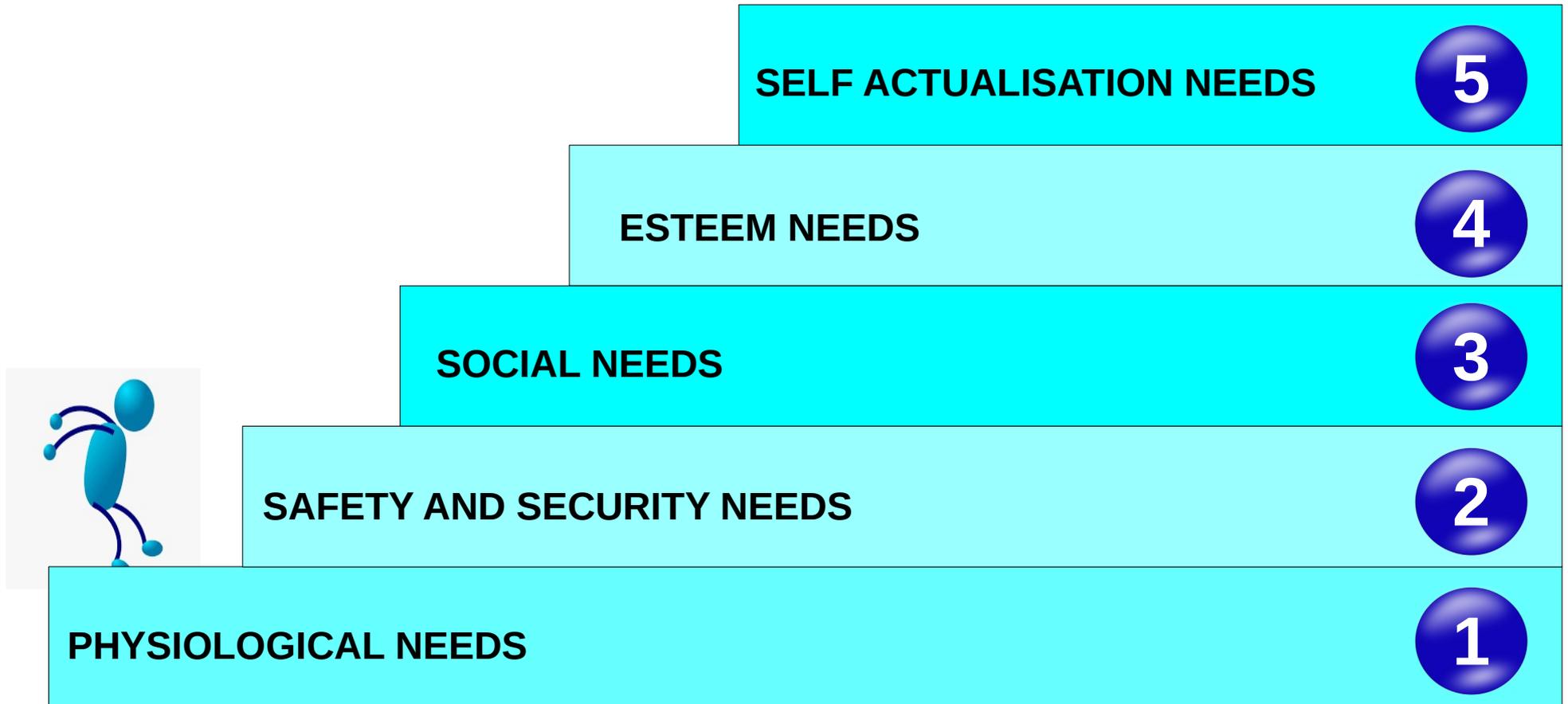
Developed the theory of motivation based on hierarchy of needs

To motivate, the manager has to understand the needs and wants of employees



Abraham H Maslow

# Need Hierarchy Theory of Motivation



**Maslow's Need Hierarchy**

# Need Hierarchy Theory of Motivation



**Maslow says that:**

- a) Motivation is based on human needs
- b) To motivate means to satisfy human needs
- c) Human needs take a hierarchy

# Need Hierarchy Theory of Motivation

To motivate the employees, the manager has to understand the needs and wants of the employees



# Need Hierarchy Theory of Motivation

Maslow suggests two things:

**a) Each person's need depends on what he already has**

Only those needs not yet satisfied can influence behaviour

A fully satisfied need cannot influence the behaviour

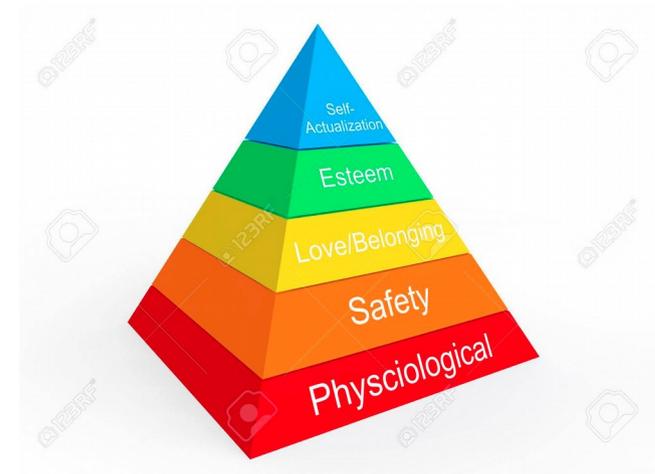


# Need Hierarchy Theory of Motivation

Maslow suggests two things:

**b) Needs can be arranged in a hierarchy of importance**

Unless a lower order need is met, a higher order need will not arise



# Need Hierarchy Theory of Motivation

## 1. Basic / Physiological Needs

These are the basic needs of an individual like food, clothing and shelter



Unless these needs are met, a higher level need will not arise, the majority of a person's activities will probably be directed towards satisfying them

# Need Hierarchy Theory of Motivation

## 2. Safety and Security Needs

These are the needs for safety and protection against hazards and dangers



People in the organization want job security, personal bodily security, security of source of income, provision for old age, insurance against risks etc.

# Need Hierarchy Theory of Motivation

## 3. Social Needs (Affiliation/ Belonging needs)

These are the needs for love and affection, friendship, a sense of belonging etc.



On meeting safety and security needs, social needs come in

Since man is a social being, he has a need to belong and to be accepted by various groups

# Need Hierarchy Theory of Motivation

## 4. Esteem Needs

These needs are the desire for status, prestige, dignity, self-respect, independence, respect from others etc.



The organizations can satisfy these needs by recognizing and appreciating good performance, promotions etc.

# Need Hierarchy Theory of Motivation

## 5. Self Actualization Needs

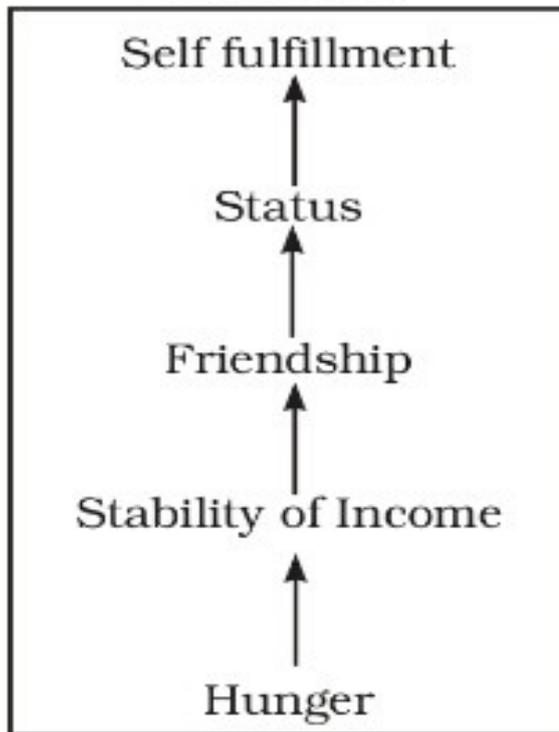
Self actualization is the need to maximize one's potential



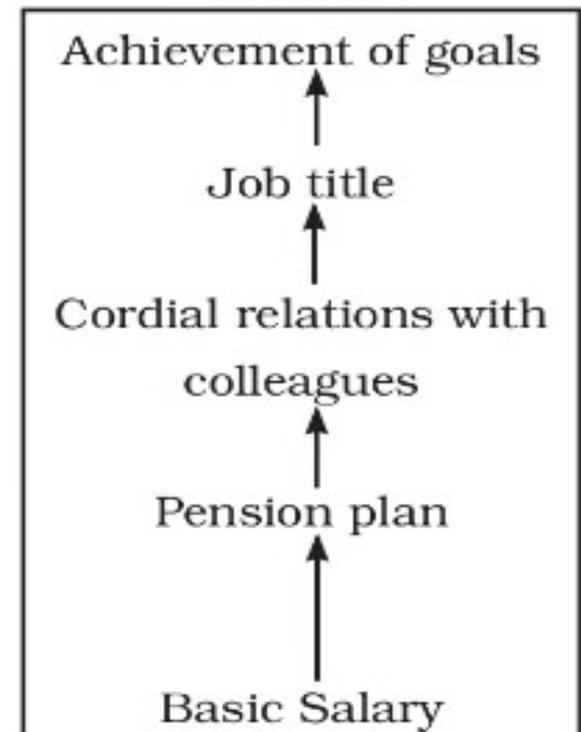
In other words it an urge to use one's potentialities for the achievement of life ambition

# Need Hierarchy Theory of Motivation

## Individual Example



## Organisational Example



# Need Hierarchy Theory of Motivation



# Need Hierarchy Theory of Motivation

**Maslow's theory gives emphasis on three important points:**

**1. Human wants are unlimited and varied**



# Need Hierarchy Theory of Motivation

**Maslow's theory gives emphasis on three important points:**

**2. These needs are arranged in a series of preferences**

After the lower level needs are satisfied, needs at the higher level emerge and demand satisfaction



# Need Hierarchy Theory of Motivation

**Maslow's theory gives emphasis on three important points:**

**3. A satisfied need can never work as a motivator**

Needs which are not satisfied act as motivator for influencing human behaviour



# Incentives

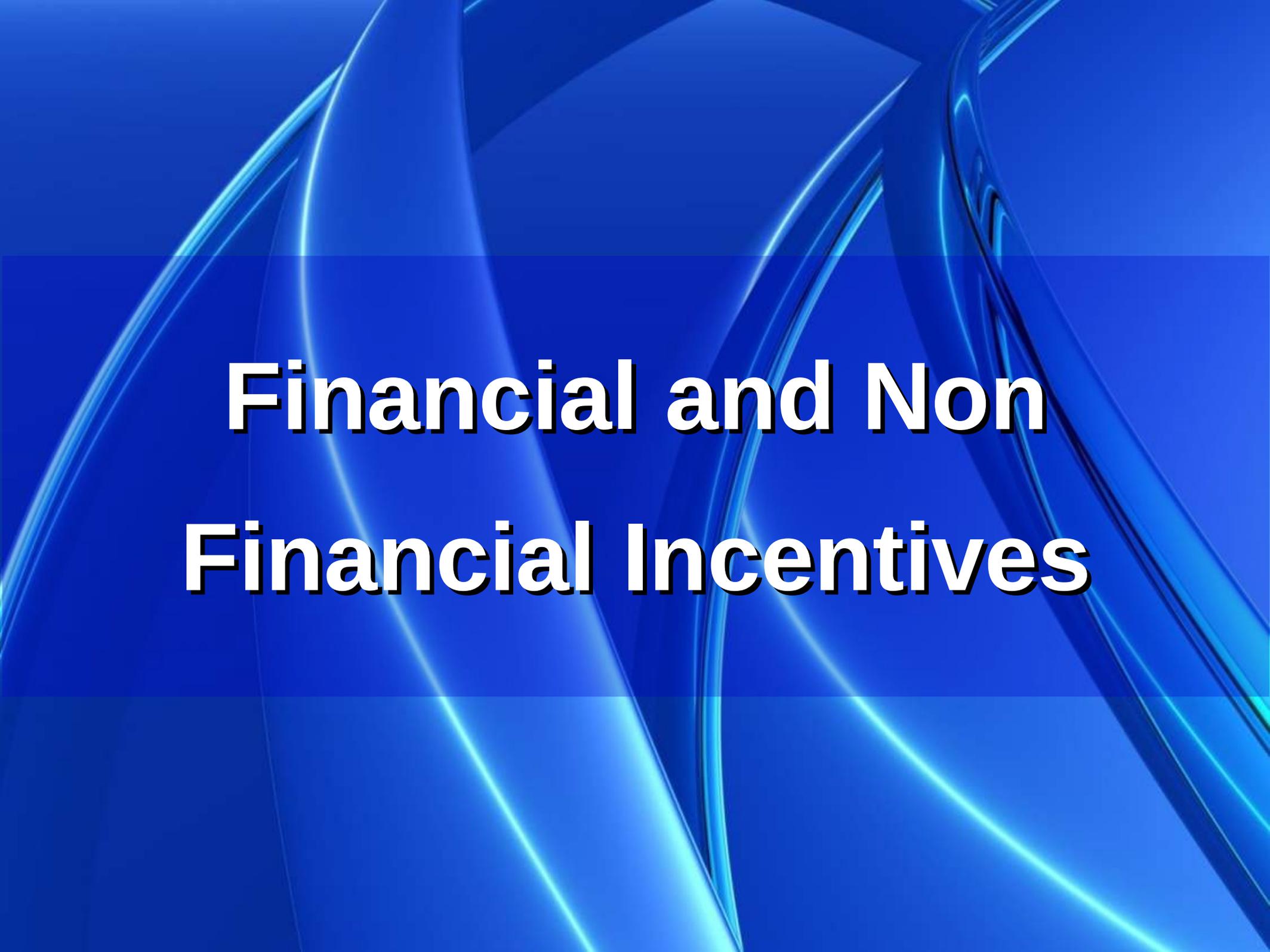
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# Incentives

To satisfy the needs and to motivate the employees, managers offer various incentives



Incentive means all measures which are taken to motivate employees to improve their performance



**Financial and Non  
Financial Incentives**

# Financial and Non Financial Incentives

Management tries to govern the behaviour of employees by satisfying their needs

For this purpose, various financial and non financial incentives are provided



An incentive is something which stimulates a person to do certain activity

# Incentives

Financial



Non-Financial



The background is a vibrant blue with abstract, flowing, and glowing lines that create a sense of movement and depth. The lines are bright and have a soft glow, set against a darker blue background. The overall effect is modern and dynamic.

# **Financial Incentives**

# Financial Incentives

Incentives directly or indirectly associated with monetary benefits

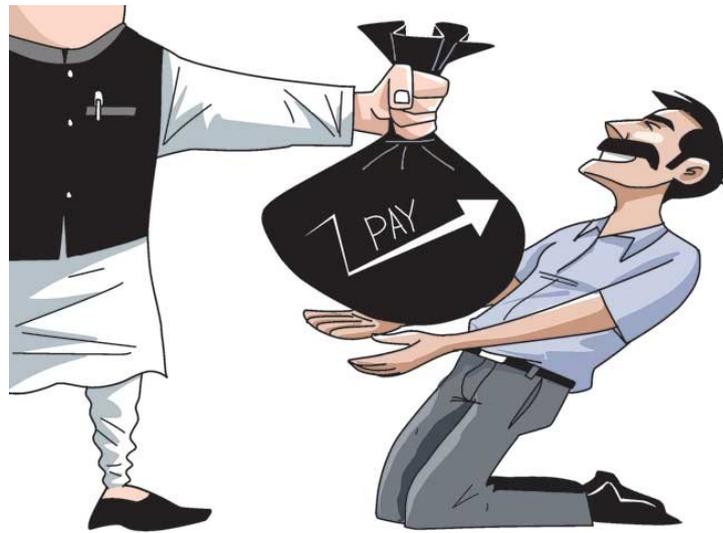
Financial incentives are expressed in terms of money



# Financial Incentives

## 1. Pay and allowances

For any employee salary is the basic incentive



By salary, we mean basic pay, dearness allowance and such other perquisites

# Financial Incentives

## 2. Productivity linked wage incentives



Piece rate system

# Financial Incentives

## 3. Bonus

It is an incentive offered to the employees over and above the salary or wages based on the profitability of the organization



# Financial Incentives

## 4. Profit sharing

Employees are given opportunity to share the profit of the organization is a financial incentive



It will highly motivate the employees for better performance

# Financial Incentives

## 5. Co-partnership / Stock option

Employees are offered to subscribe the shares of the company at a discounted rate



Wipro, Infosys, TCS etc. are following this system

# Financial Incentives

## 6. Retirement benefits

Financial incentives in the form of **Provident fund, pension, gratuity etc.** to employees on retirement is a means of motivation while they are in service



# Financial Incentives

## 7. Perquisites

Fringe benefits (additional pay), housing facilities, medical and vehicles allowances etc.



# Financial Incentives

1. Pay and allowances
2. Productivity linked wage incentives
3. Bonus
4. Profit sharing
5. Co-partnership / Stock option
6. Retirement benefits
7. Perquisites



The background is a vibrant blue with abstract, flowing, and glowing lines that create a sense of movement and depth. The lines are bright and have a soft glow, set against a darker blue background. The overall effect is modern and dynamic.

# **Non-Financial Incentives**

# Non-Financial Incentives

Incentives which cannot be measured in terms of money are called non-monetary incentives



# Non-Financial Incentives

## 1. Status

Status means ranking of positions

It full-fills psychological, social and esteem needs



# Non-Financial Incentives

## 2. Organizational climate

Individual autonomy, consideration to employees, rewards etc. develop a favourable climate



# Non-Financial Incentives

## 3. Career advancement opportunity

Appropriate skill development programs and sound promotion policy encourage employees to improve their performance



# Non-Financial Incentives

## 4. Job enrichment

Inclusion of variety in work, giving workers more autonomy and responsibility, opportunities for growth etc.



The job itself will become a source of motivation

# Non-Financial Incentives

## 5. Employee recognition programmes

Recognition means acknowledgement and appreciation of good performance



Eg: Wall of fame, cash awards, mementos etc.

# Non-Financial Incentives

## 6. Job security

It will make the employees more confident and they will become highly motivated



# Non-Financial Incentives

## 7. Employees Participation

Involving employees in decision making is a means of motivation



# Non-Financial Incentives

## 8. Employee empowerment

Giving more autonomy, powers and responsibilities to subordinate will create a feeling that their contribution through the work is important to the organisation



# **Non-Financial Incentives**

- 1. Status**
- 2. Organizational climate**
- 3. Career advancement opportunity**
- 4. Job enrichment**
- 5. Employee recognition programmes**
- 6. Job security**
- 7. Employees Participation**
- 8. Employee empowerment**



# Incentives

## Financial Incentives

Pay and allowances  
Productivity linked  
wage incentives  
Bonus  
Profit sharing  
Co-partnership  
Retirement benefits  
Perquisites

## Non-financial Incentives

Status  
Organizational climate  
Career advancement  
Job enrichment  
Employee recognition  
Job security  
Employee participation  
Employee empowerment



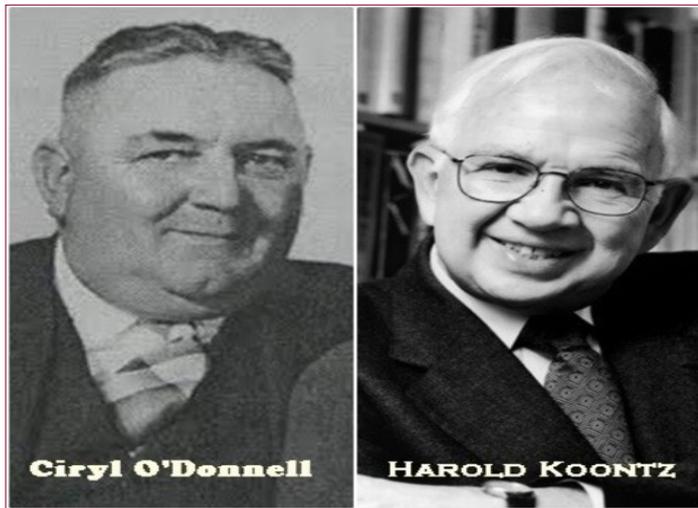
# 3. Leadership

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# Leadership

**The ability of a manager to induce subordinates to work with confidence and zeal**

...Koontz and O'Donnell



Organisational Theorists  
Co-authored the book  
**"Principles of Management"**

Leadership is the process of influencing the behaviour of employees at work towards goal

# Features of Leadership



# Features of Leadership

## 1. Influence others

Leadership is the ability of an individual to influence others



# Features of Leadership

## 2. Change in the behaviour of others

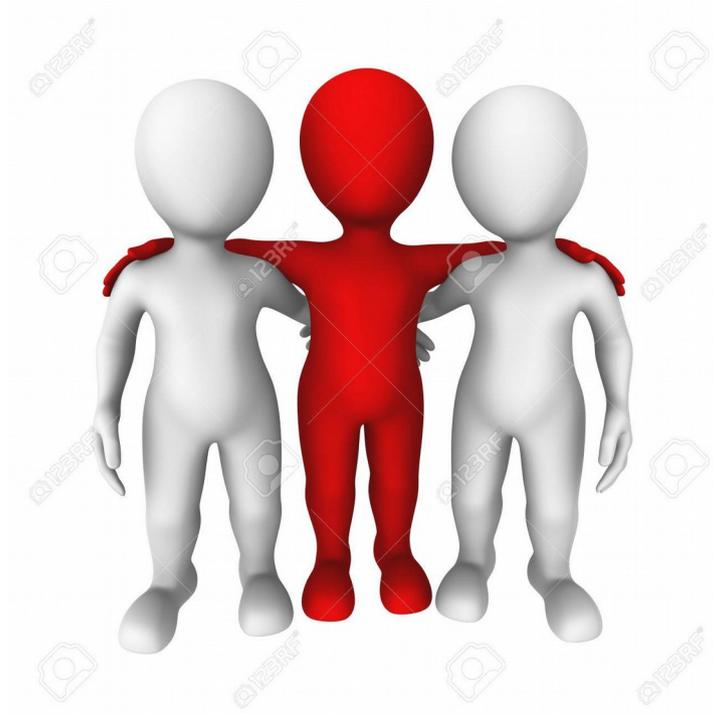
Leadership tries to bring changes in the behaviour of others



# Features of Leadership

## 3. Interpersonal relations

Leadership makes possible good interpersonal relationship between leaders and followers



# Features of Leadership

## 4. Achievement of common goal

Leadership implies achievement of common goal of the organization



# Features of Leadership

## 5. Continuous process

It is a continuous process of influencing behaviour of followers



# Features of Leadership

1. Influence others
2. Change in the behaviour of others
3. Interpersonal relations (leaders and followers)
4. Achievement of common goal
5. Continuous process



# Importance of Leadership



# Importance of Leadership

## 1. Influences the behaviour of people

By influencing the people, there will be positive contribution from the side of employees



# Importance of Leadership

## 2. Personal relations

Through better personal relations a leader can maintain good working environment



# Importance of Leadership

## 3. Introduces changes in the organization

Leadership overrides the problem of resistance to change



# Importance of Leadership

## 4. Handles conflicts effectively

A good leader can handle the conflicts in the organization without any adverse effect



# Importance of Leadership

## 5. Provides training to subordinates

A good leader builds up his successor by providing adequate training



# Importance of Leadership

1. Influence others
2. Change in the behaviour of others
3. Interpersonal relations (leaders and followers)
4. Achievement of common goal
5. Continuous process



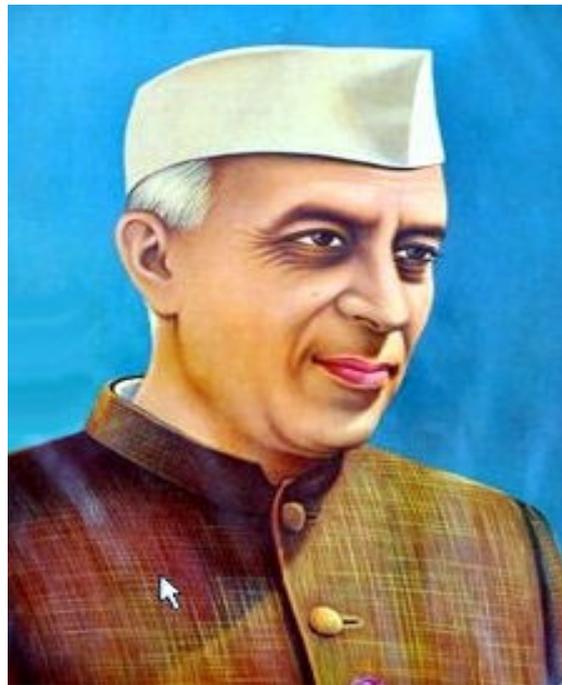
# Qualities of a Good Leader



# Qualities of a Good Leader

## 1. Physical features

Good personality – height, weight, appearance etc.



# Qualities of a Good Leader

## 2. Knowledge

Knowledge and competence in work is essential to guide his followers



# Qualities of a Good Leader

## 3. Integrity

A good leader should possess honesty and integrity (ethics) and he must be a role model to others



# Qualities of a Good Leader

## 4. Initiative

A leader must be initiative and creative, so that he can grab the opportunities for the benefit of the organization



# Qualities of a Good Leader

## 5. Communication Skill

Goals and procedures of the organization should be communicated clearly, precisely and effectively and he must be a good listener too



# Qualities of a Good Leader

## 6. Motivation skills

A leader should understand the needs of the subordinates, so that he can motivate his team



# Qualities of a Good Leader

## 7. Self confidence

A leader should have a high level of self confidence and will power and he should not lose his confidence in difficult situations



# Qualities of a Good Leader

## 8. Decisiveness

A leader should have sound judgement and decisiveness (strong decision), he should not change his opinions frequently



# Qualities of a Good Leader

## 9. Social skills

Proper understanding of people and maintaining good human relations are the ingredients of social skills



# Leadership Qualities

- 1. Physical features**
- 2. Knowledge**
- 3. Integrity**
- 4. Initiative**
- 5. Communication Skill**
- 6. Motivation skills**
- 7. Self confidence**
- 8. Decisiveness**
- 9. Social skills**



# Leadership Styles



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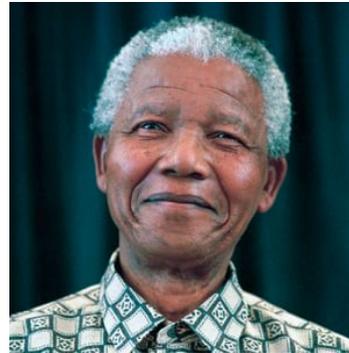
# Leadership Styles

**Autocratic  
Leader**



**Adolf Hitler**  
Chancellor of  
Germany 1933

**Democratic  
Leader**



**Nelson Mandela**  
President of South  
Africa 1994

**Laissez-faire  
Leader**



**Ronald Reagan**  
American President  
1981

# Leadership Styles

## 1. Autocratic leader

He gives orders and expects his subordinates to obey those orders



# Leadership Styles

## 2. Democratic leader

This leader develops action plans and makes decisions in consultation with his subordinates



He will encourage them to participate in decision making

This kind of leadership style is more common now-a-days

# Leadership Styles

## 3. Laissez faire or Free-rein leader

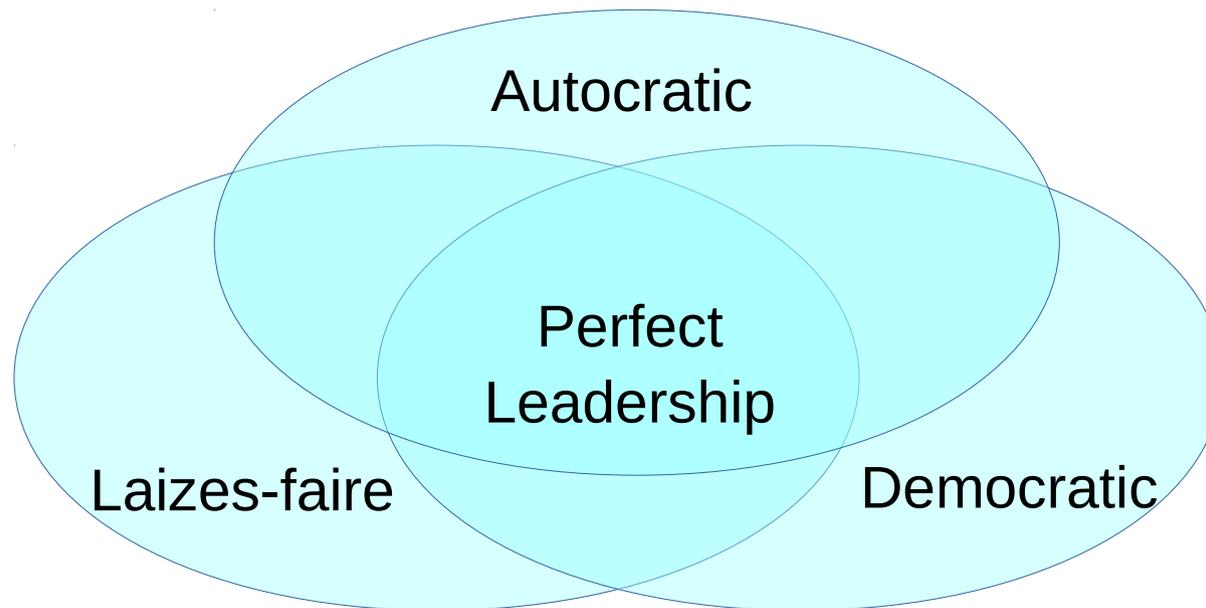
He does not believe in the use of power unless it is absolutely essential



The followers are given a high degree of freedom to formulate their own objectives and ways to achieve them

# Leadership Styles

Depending upon the situation a leader may choose to exercise a combination of these styles when required



For instance, while doing a work, a democratic leader may have to take his own decision in an emergency situation



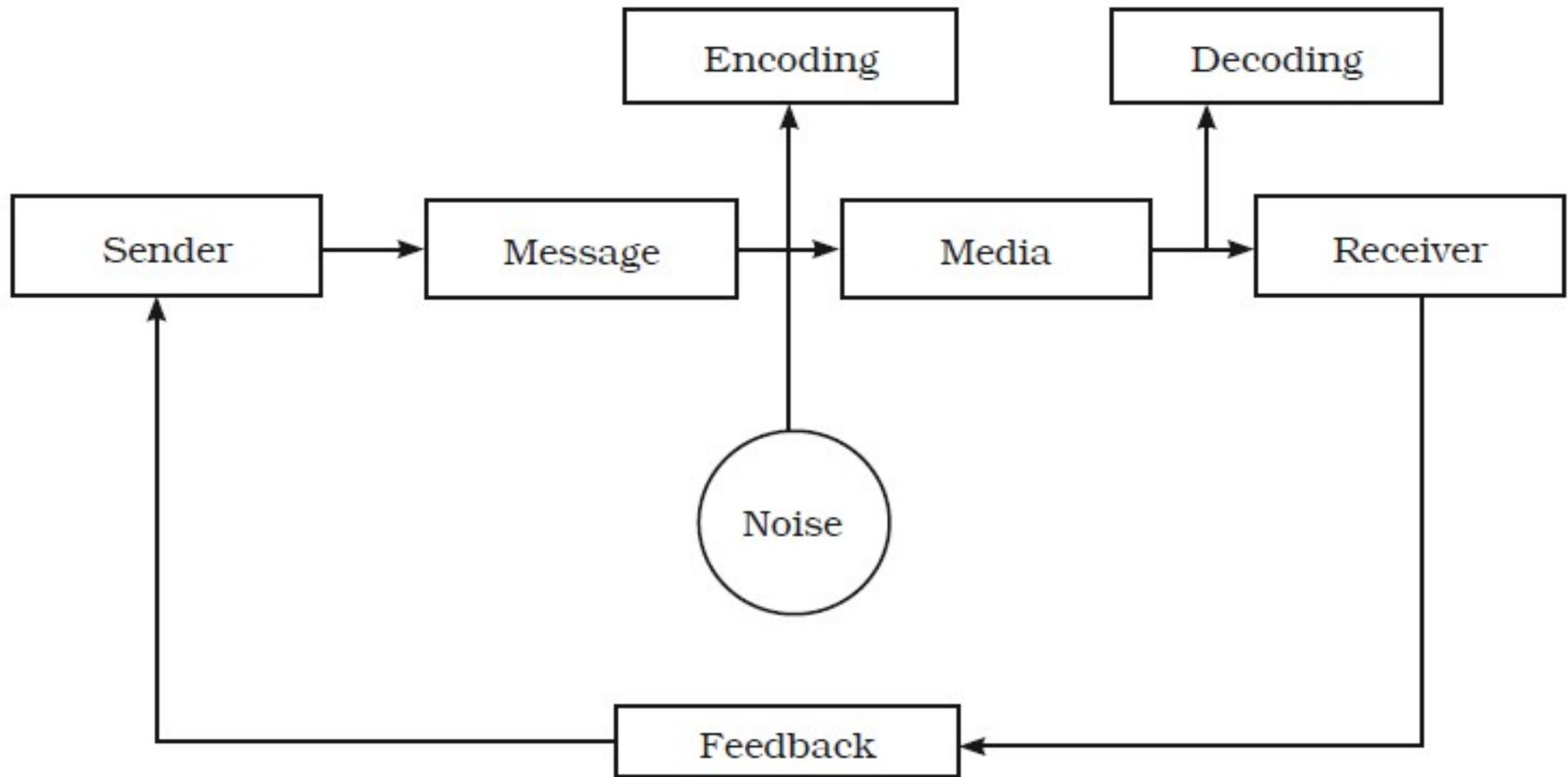
# 4. Communication

# Communication

The exchange of ideas, facts, opinions and emotions from one person to another



# Elements of Communication



# Elements of Communication

## 1. Sender

The person who sends a message

He initiates the process of communication



# Elements of Communication

## 2. Message

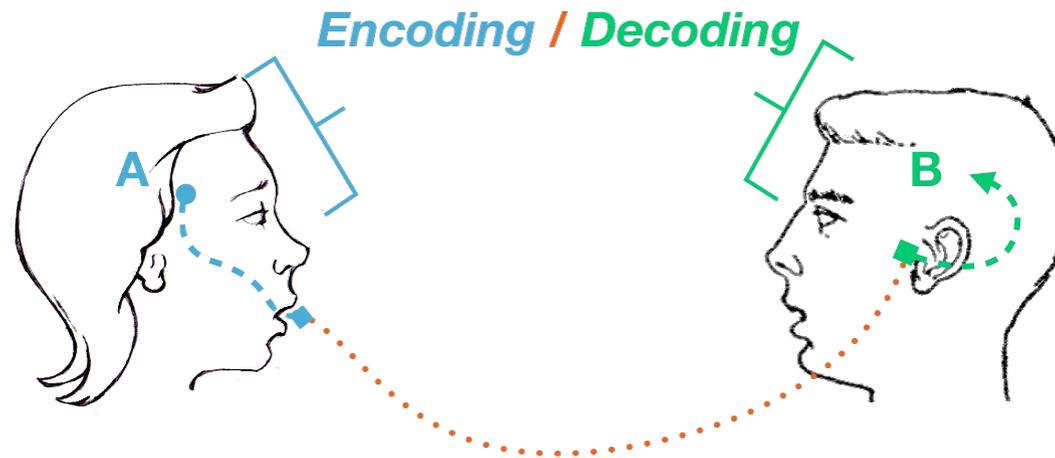
The subject matter of communication consists of words, facts, ideas etc.



# Elements of Communication

## 3. Encoding

In order to transmit an idea, the sender translates the idea into meaningful languages like words, actions, pictures, diagrams, gestures etc.



# Elements of Communication

## 4. Media / Channel

It is the medium through which the message is passed



Eg: face to face talk, telephone, letter, radio, television etc.

# Elements of Communication

## 5. Decoding

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



# Elements of Communication

## 6. Receiver

The person or a group who is supposed to receive the message

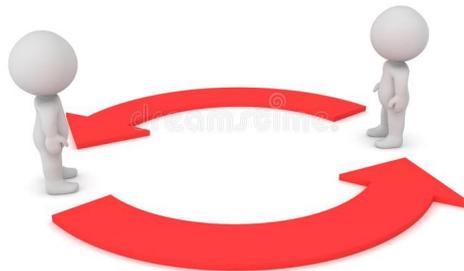


Eg: Listener, reader, observer etc.

# Elements of Communication

## 7. Feedback

It means the reaction, replay, response which the receiver sends to acknowledge his understanding



# Elements of Communication

1. Sender
2. Message
3. Encoding
4. Media
5. Decoding
6. Receiver
7. Feedback



# Noise in Communication

It means some obstruction or hindrance in communication



This may be caused to the sender, message or the receiver due to various reasons

# Reasons for Noise in Communication

- Faulty encoding
- Poor telephone connection
- Inattentive receiver
- Faulty decoding
- Prejudices
- Wrong gestures and postures



# Importance of Communication

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# Importance of Communication

## 1. Basis for coordination

Coordination among different departments in the organization is possible only through proper communication



# Importance of Communication

## 2. Smooth working of the enterprise

When there is a communication gap, all organized activities come to a standstill



# Importance of Communication

## 3. Basis for decision making

Communication provides the required data for decision making



Also the management decisions are conveyed to subordinates for execution through communication

# Importance of Communication

## 4. Increases managerial efficiency

Conveying the goals, issuing instructions, allocating jobs, evaluating performance etc. are done through communication, which will improve the efficiency of management



# Importance of Communication

## 5. Promotes cooperation and industrial peace

Two way communications promotes cooperation and mutual trust between management and workers which will result in industrial peace



# Importance of Communication

## 6. Establishes effective leadership

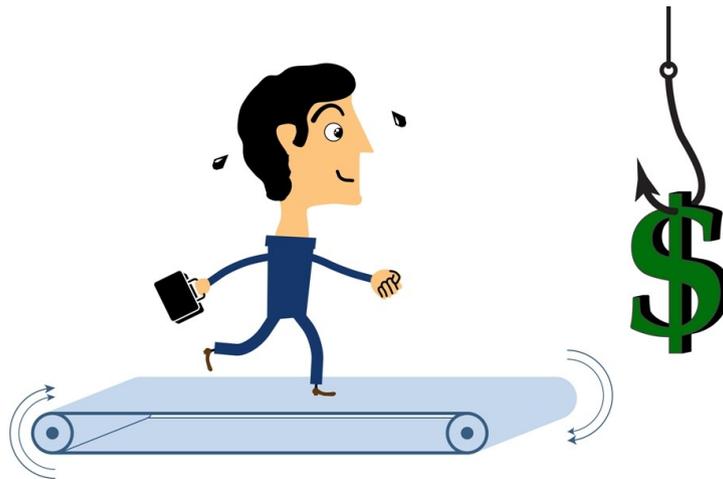
In order to influence the subordinates the leader should possess good communication skills



# Importance of Communication

## 7. Boosts morale and provides motivation

Good communication improves human relations in industry, this will boost up the morale of employees and managers and they will be motivated



# Importance of Communication

- 1. Basis for coordination**
- 2. Smooth working**
- 3. Basis for decision making**
- 4. Increases managerial efficiency**
- 5. Cooperation and industrial peace**
- 6. Effective relationship**
- 7. Morale and motivation**





# **Types of Communication**

# Types of Communication

## 1. Oral Communication

Exchange of information with the help of spoken words is called oral communication



E.g. Face to face interaction, telephone, mechanical devices like signals, intercom, mobile phone etc.

# Types of Communication

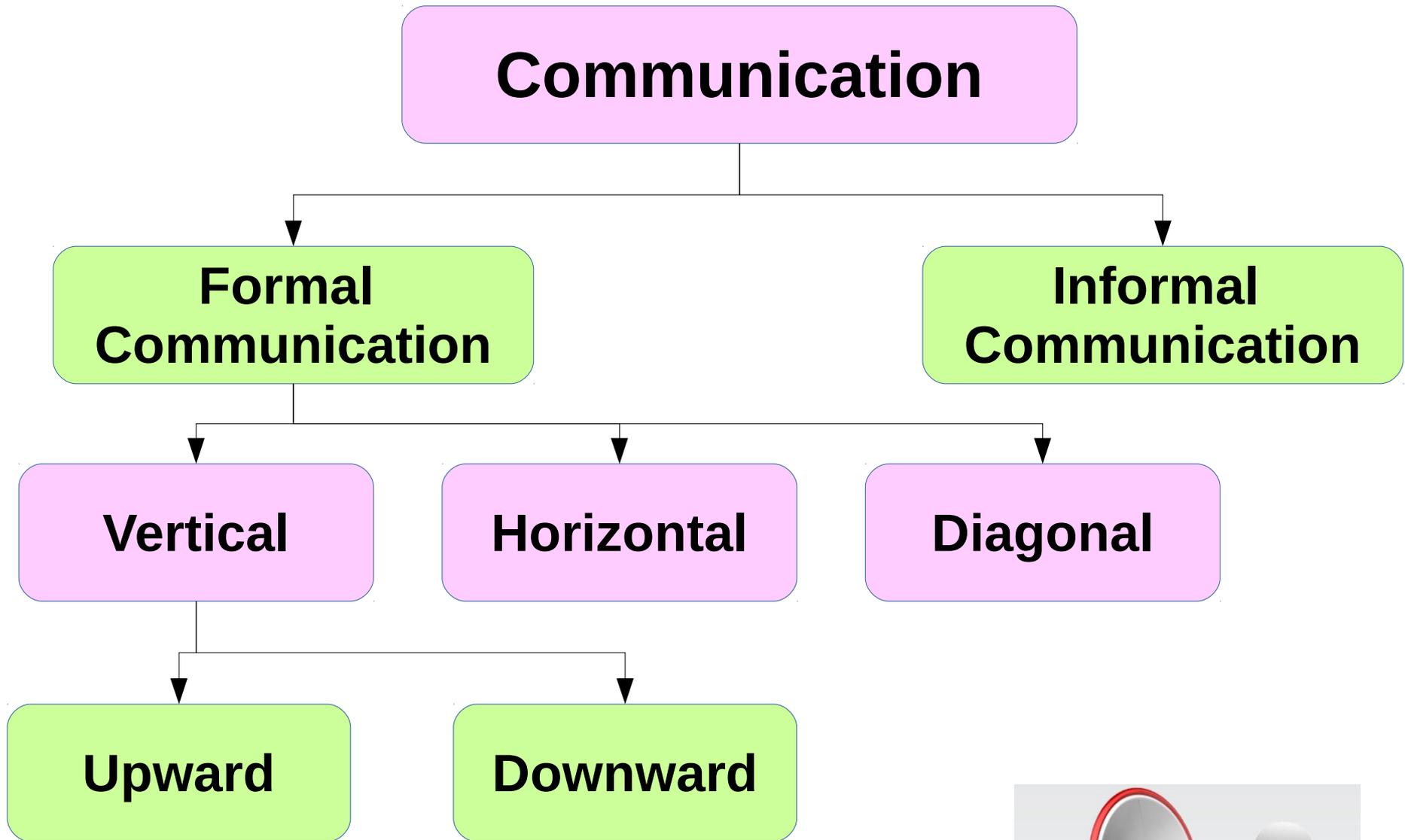
## 2. Written Communication

Exchange of information through written words in the form of letters, memos, circulars, reports, instruction cards, manuals, magazines, books etc.



It moves generally downward and acts as record for future reference

# Types of Communication



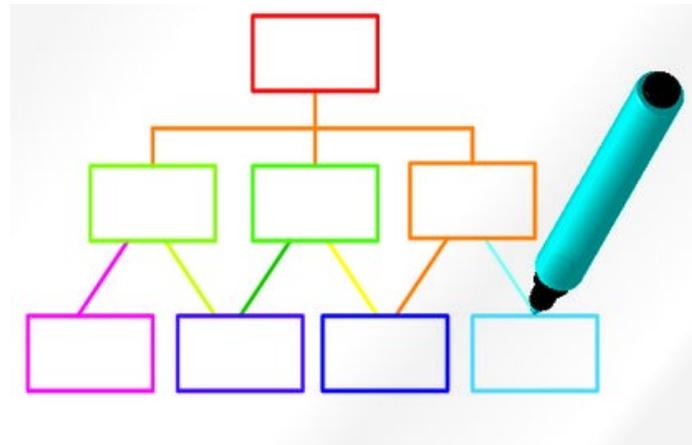


# **Formal Communication**

# Formal Communication

Communication through official chain of command

It flows through the scalar chain

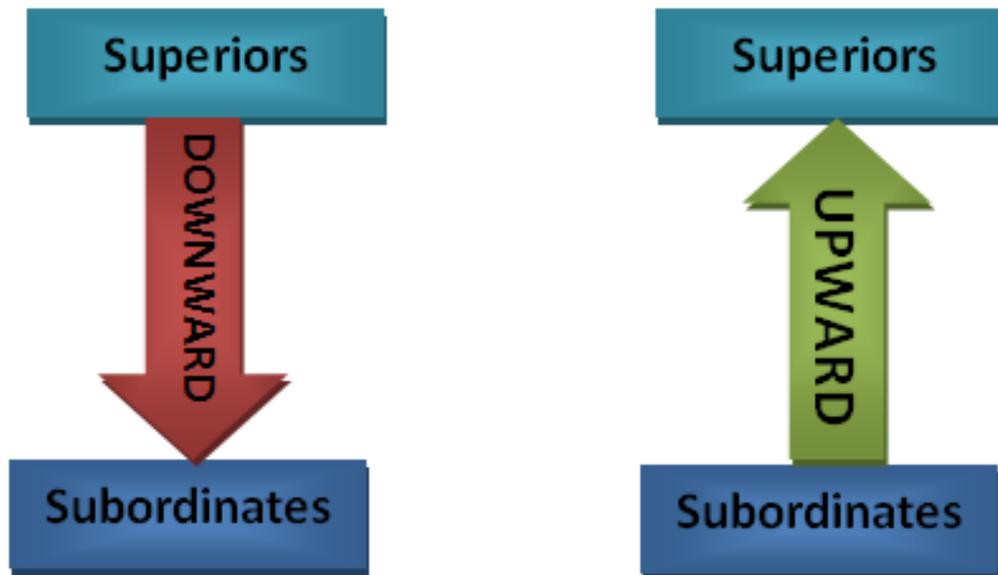


Generally it may take place in the form of written communication such as notes, memos, letters, reports etc.

# Formal Communication

## 1. Vertical Communication

Communication flows vertically



Upward or Downward

# Vertical Communication

## a. Upward Communication

It refers to flow of communication from lower level to higher level

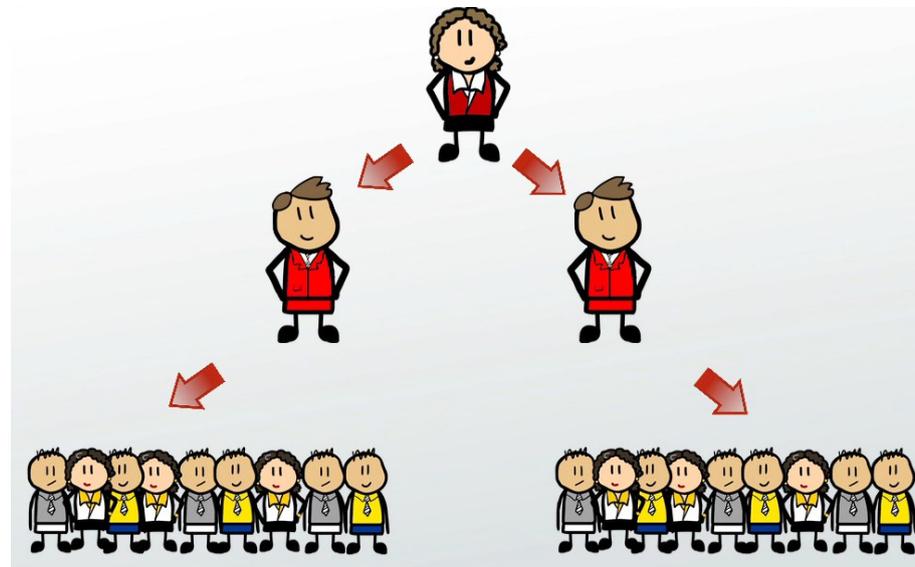


It consists of information relating to subordinates' work performance, opinion, suggestions, complaints etc.

# Vertical Communication

## b. Downward Communication

It refers to flow of communication from higher level to lower level

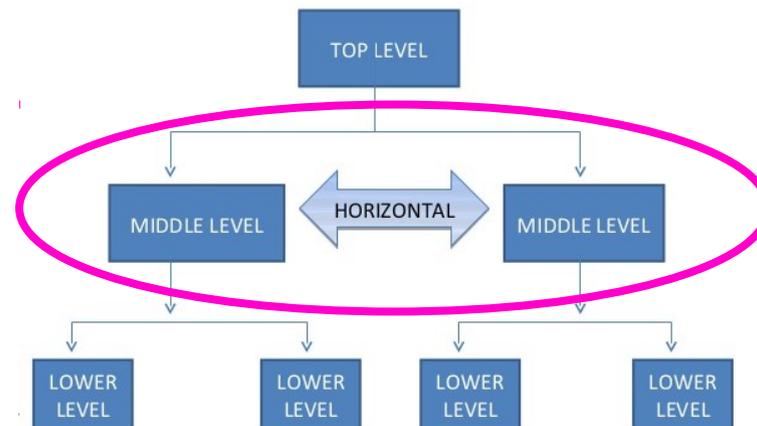


Eg: Notices, Circulars, Memos, Reports, Meetings etc.

# Formal Communication

## 2. Horizontal Communication

Transmission of information among the persons of the same level and status is known as horizontal communication

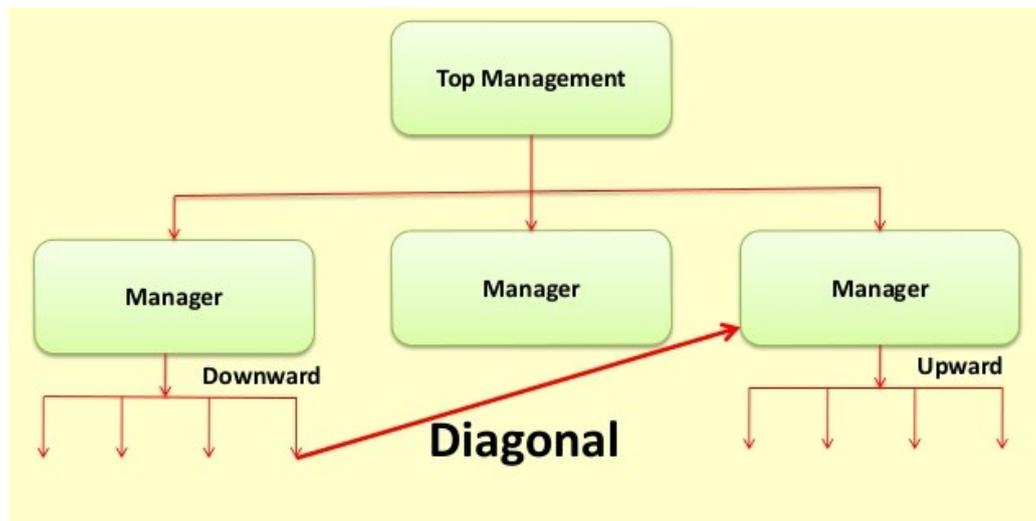


Eg: Flow of information from the Purchase Manager to the Production manager

# Formal Communication

## 3. Diagonal Communication

Communication between people in different departments, one holding a higher position than the other



Eg: A **sales executive** requests the **production manager** to improve the quality of the product

Though it violates the principal of unity of command, it will help to save time and to speed up action

# **Informal Communication**

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# Informal Communication

It is based on informal relationship among the members of an organization at same or different level

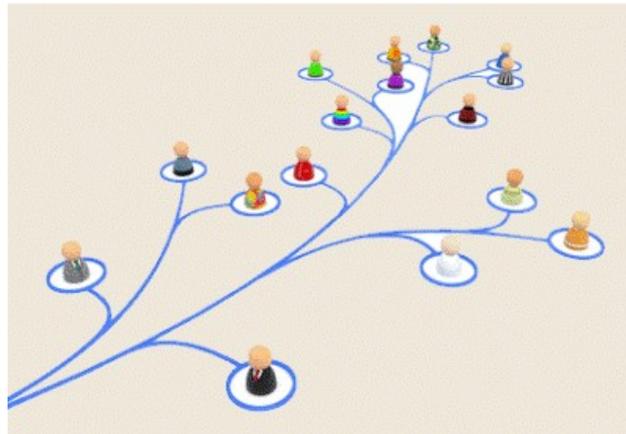


It is free from all formalities of formal communication

# Informal Communication

It is usually oral and is conveyed by gestures, a glance, smile etc.

It may involve work related or other matters of mutual interest



Informal communication often supplements formal communication

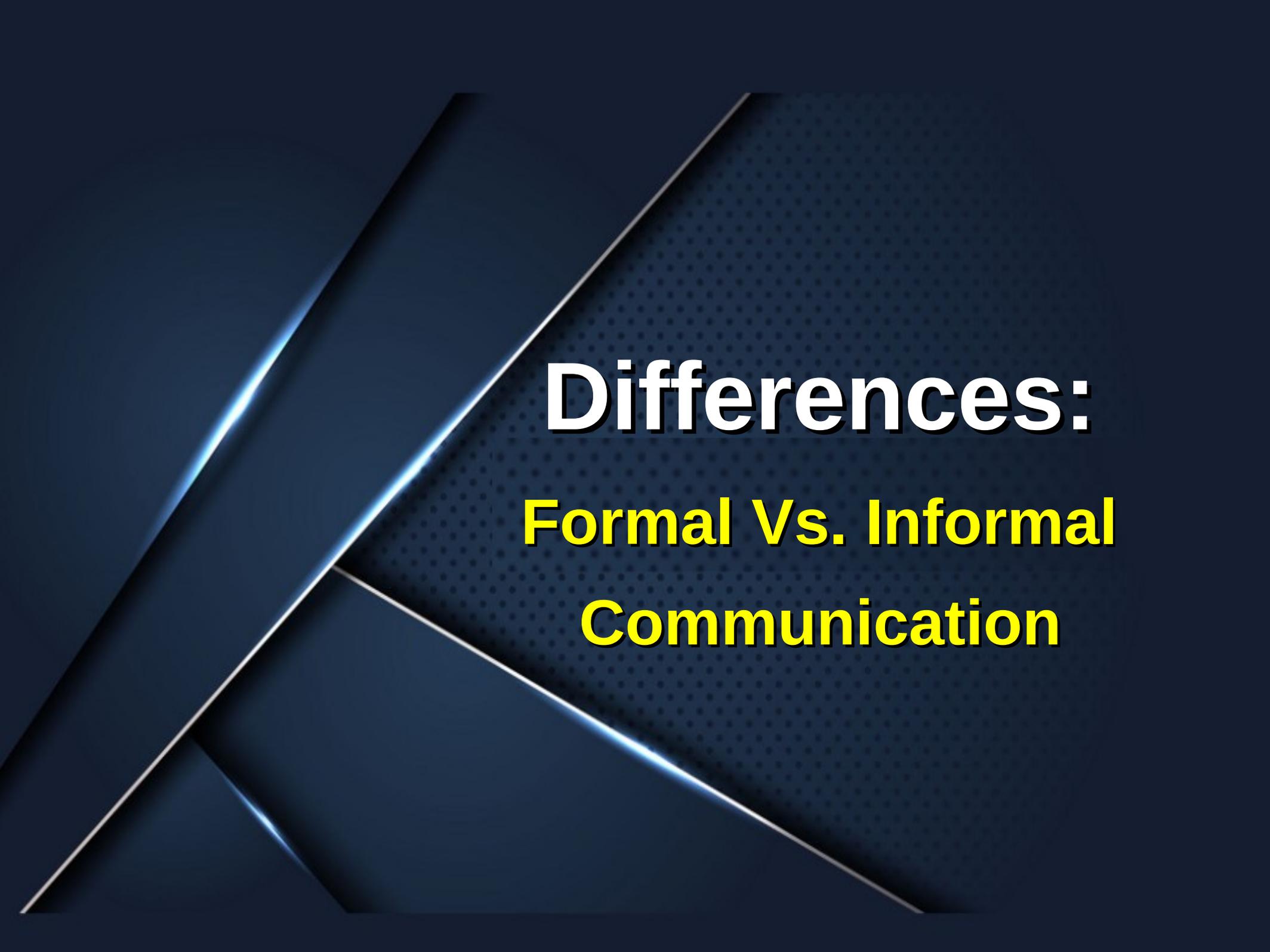
# Grapevine

The network or pathway of informal communication is called grapevine



The origin and direction of flow of information cannot be easily traced

Grapevine is structure less and it grows towards all direction



**Differences:**  
**Formal Vs. Informal**  
**Communication**

# Formal Vs. Informal Communication

<b>Formal Communication</b>	<b>Informal Communication</b>
Flows through official chain	Independent from official chain
Slow	Very fast
Mostly written	Mostly oral or verbal
Work related	Social
Easy to fix responsibility	Not possible

# Formal Vs. Informal Communication

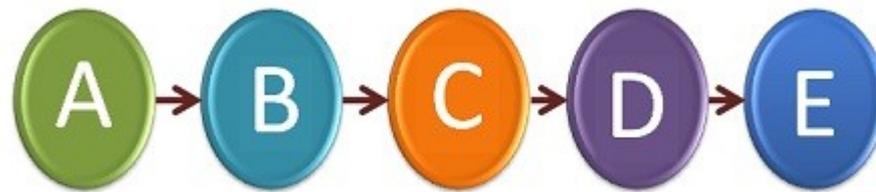
<b>Formal Communication</b>	<b>Informal Communication</b>
Orderly and systematic	No order at all
Serves organisational needs	Both organisational and social needs
Impersonal in nature	Personal in nature
Very low chance for distortion	Very high chances

# **Formal Communication Network**

**(Pattern of Communication)**

# Formal Communication Network

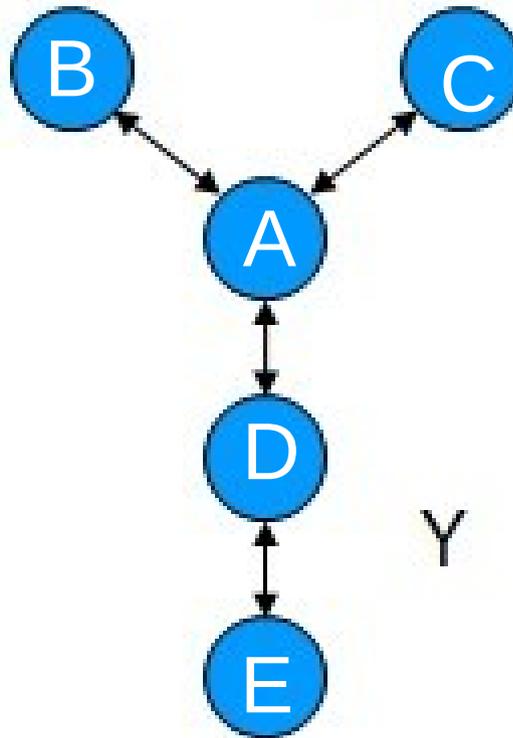
## 1. Single chain



Communication flows in a single chain  
e.g., superior to subordinate

# Formal Communication Network

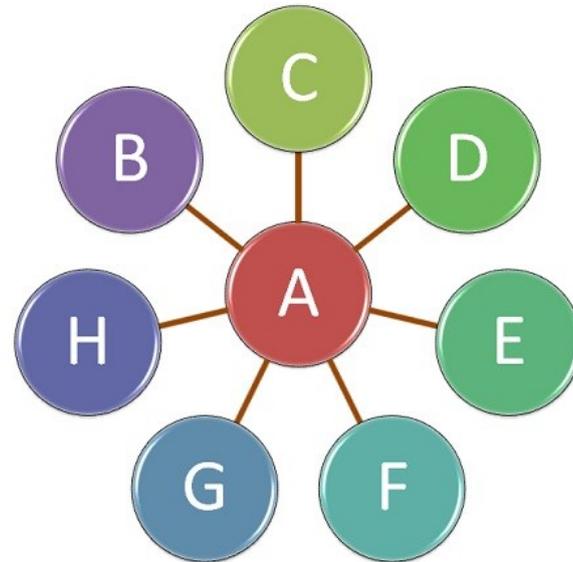
## 2. “Y” Pattern



Slightly centralised – some persons are closer to the centre of the network

# Formal Communication Network

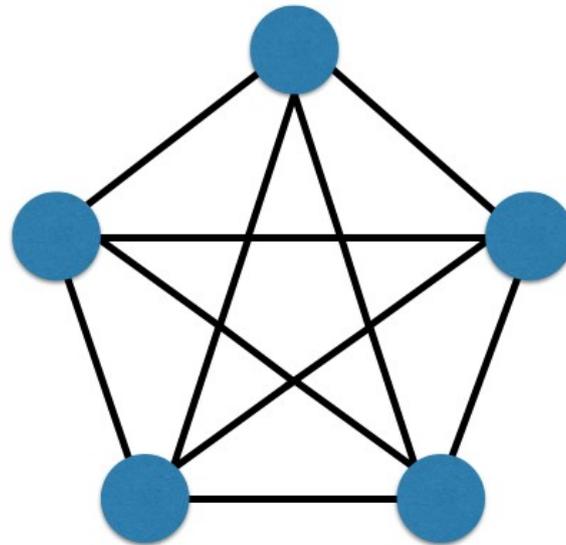
## 3. Wheel pattern



Flows from one central person (leader)  
All others can communicate through the leader only

# Formal Communication Network

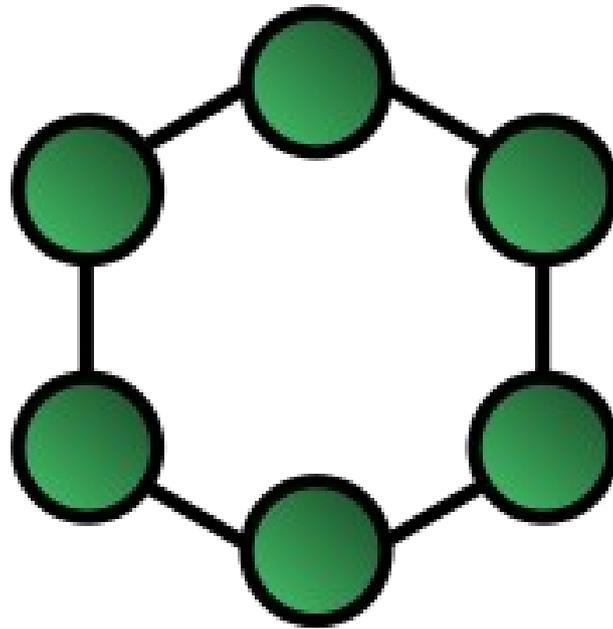
## 4. Free flow (All channel pattern)



All members can communicate with each other

# Formal Communication Network

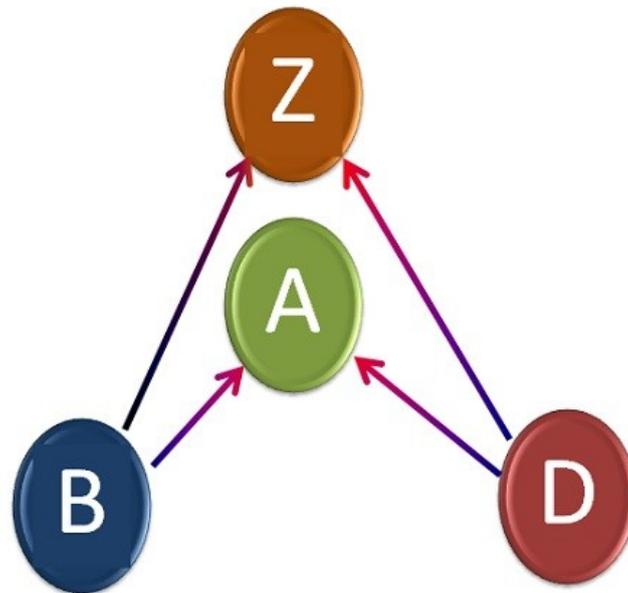
## 5. Circle Pattern



Each person in the group can communicate with two in the group

# Formal Communication Network

## 6. Inverted V pattern

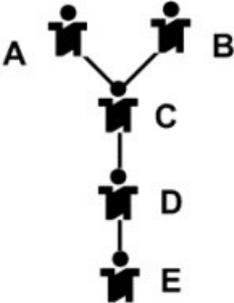


Subordinate can communicate with his immediate superior as well as his superior's superior

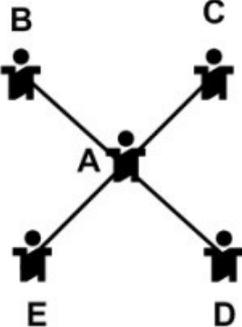
# Formal Communication Network



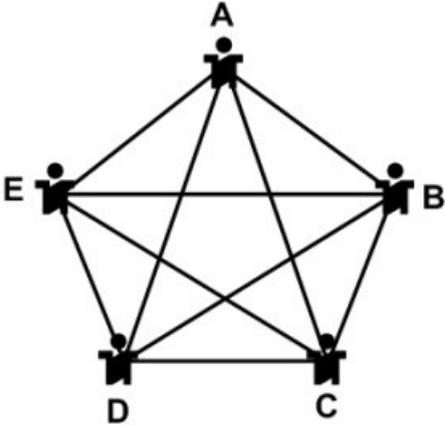
Chain or line



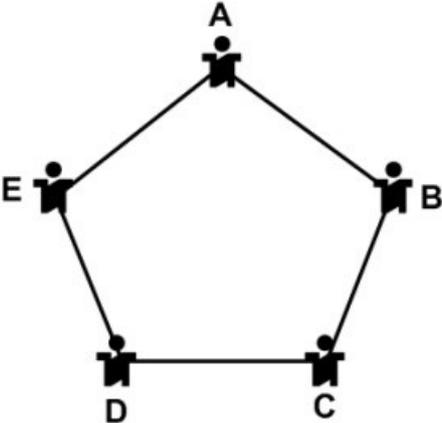
Y



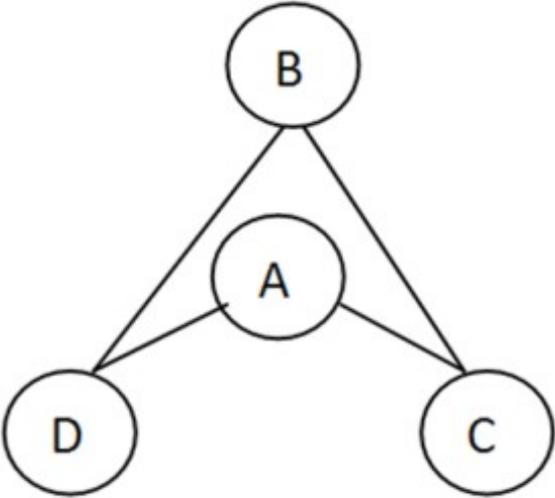
Wheel



All-channel or open



Circle



Inverted V

# **Informal Communication Network**

**(Pattern of Communication)**

# Informal Communication Network

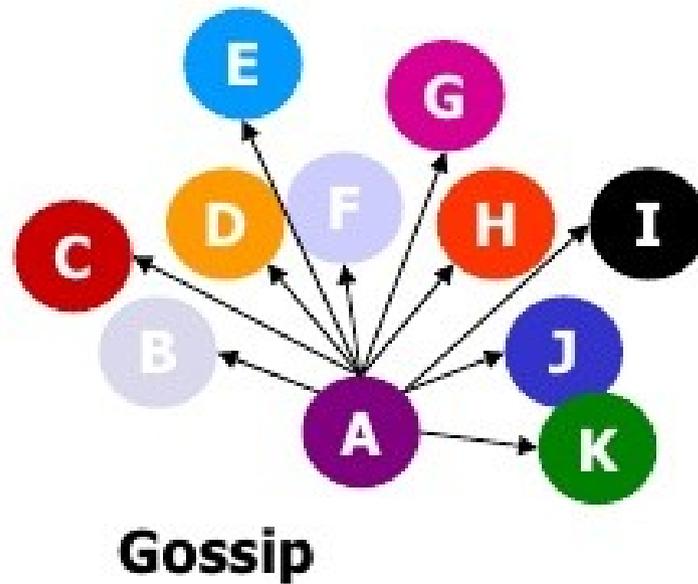
## 1. Single strand (Single line)



Each one communicates with the other in a sequence

# Informal Communication Network

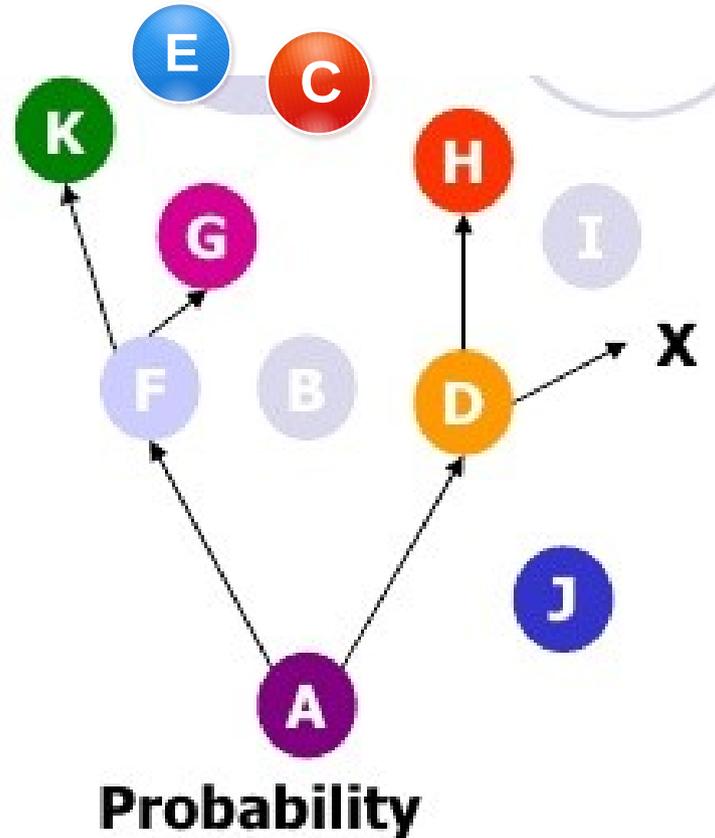
## 2. Gossip



One person communicates with all others

# Informal Communication Network

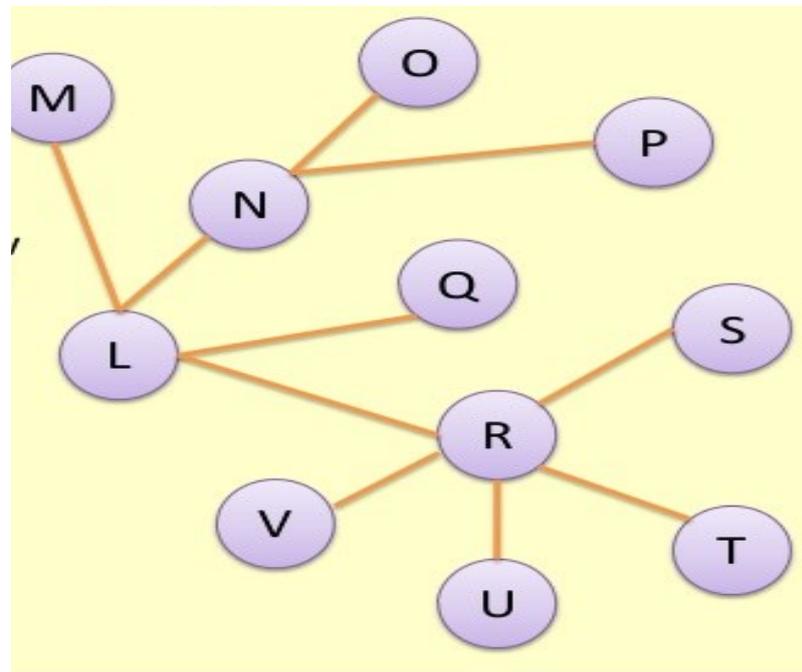
## 3. Probability



Each one communicates with others on a random basis

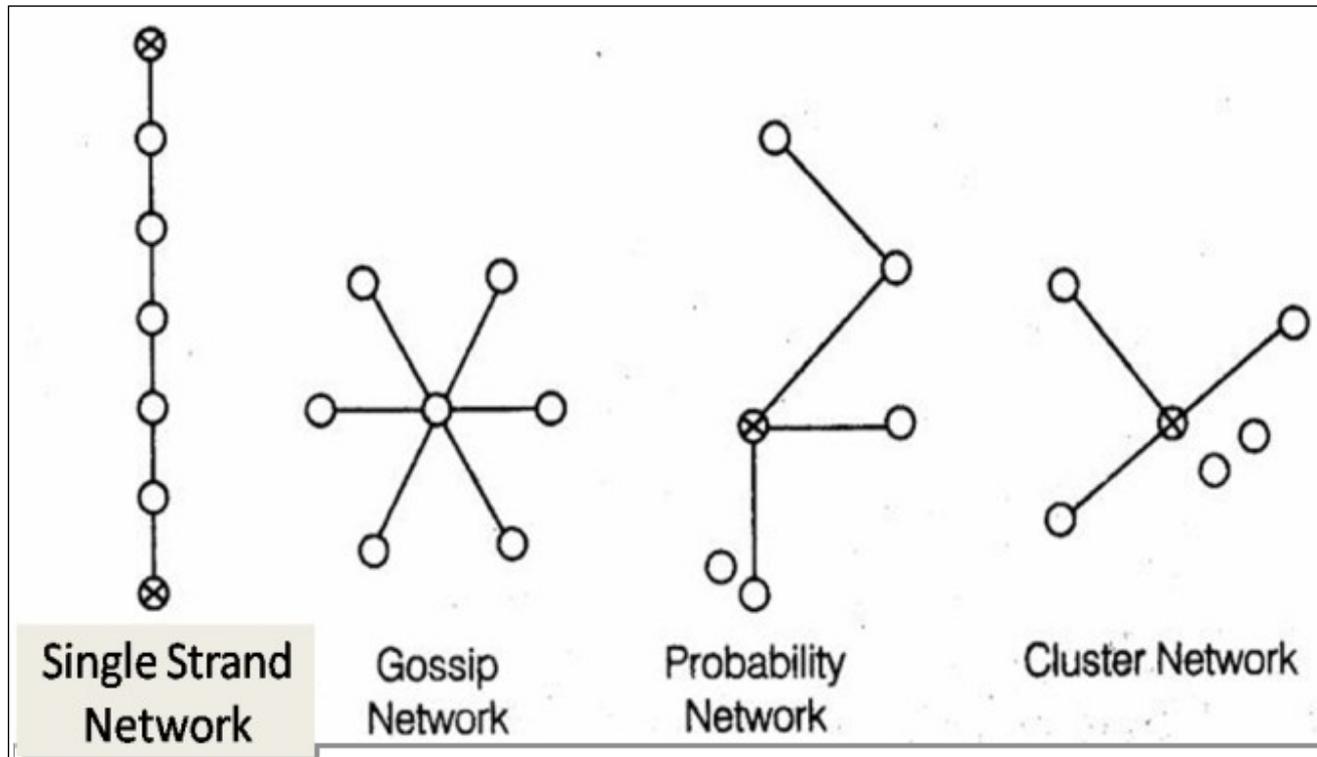
# Informal Communication Network

## 4. Cluster



Passing the information to only those persons in whom he has trust

# Informal Communication Network

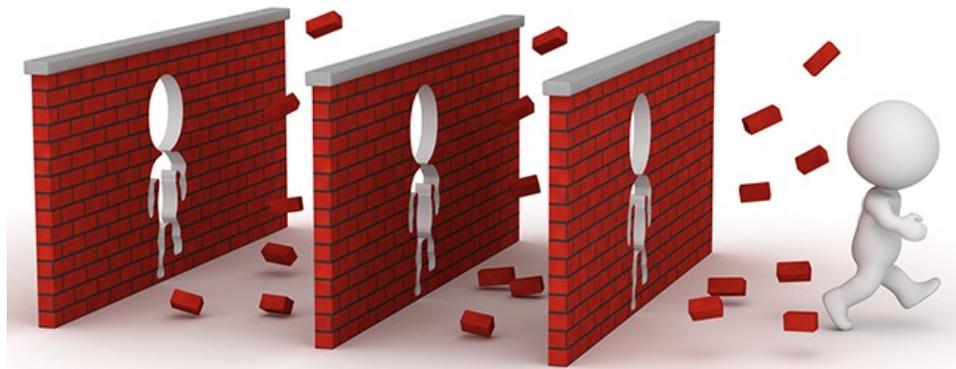


# Barriers to Effective Communication

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# Barriers to Effective Communication

Any type of hurdle, block or bottleneck in the path of communication is called barriers to effective communication



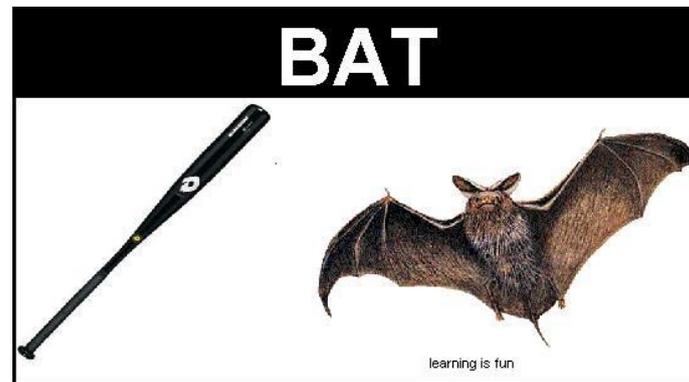
# 1. Semantic Barrier



# Semantic Barriers

The word Semantic means the **meanings of words and sentences**

People interpret the same message in different ways depending upon their attitude, experience, education etc.

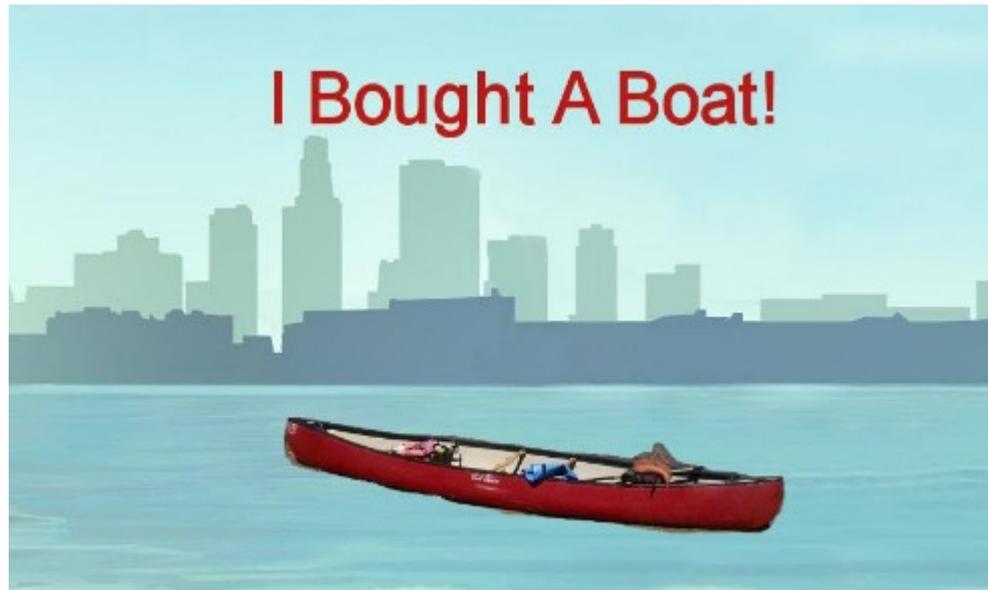


Eg: Boat & Bought, Cot & Coat, Buy & Bye

# Reasons for Semantic Barriers

## a. Badly expressed message

Due to wrong words or inappropriate words



Eg: "I boat a car" instead of I bought a car

# Reasons for Semantic Barriers

## b. Symbols with different meaning

A word or a symbol are having different meaning



Eg: “Fine”, “Second” etc. have different meanings in different context

# Reasons for Semantic Barriers

## c. Faulty translation

From one language to another



# Reasons for Semantic Barriers

## d. Un-clarified assumptions

Not giving clear and specific instructions



**Eg: “Take care of guest”**

To the boss it means travel, accommodation, food etc.,  
whereas the subordinate may interpret it as the guest  
should be taken to the hotel with care

*Here the guest has to suffer a lot*

# Reasons for Semantic Barriers

## e. Body language and gesture decoding

If what is said and what is expressed through body movements and gestures differ, communication may be wrongly perceived



# Reasons for Semantic Barriers

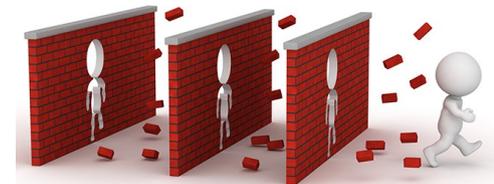
**a. Badly expressed message**

**b. Symbols with different meaning**

**c. Faulty translation**

**d. Un-clarified assumptions**

**e. Body language and gesture decoding**



## **2. Psychological Barriers**



# Psychological Barriers

Emotional or psychological factors which act as barriers to communicators are called psychological barriers



Eg: Angry mood, troubled mind etc.

# Reasons for Psychological Barriers

## a. Premature evaluation



Here the receiver comes to conclusion without fully going through the message

# Reasons for Psychological Barriers

## b. Lack of attention



Suppose an employee explains his problem to a manager while he is very busy with the preparation of a report for his superior, he will be less attentive and does not grasp the message, and the employee get disappointed

# Reasons for Psychological Barriers

## c. Loss by transmission and poor retention

When a communication is passed through various levels, there is a possibility of loss in communication

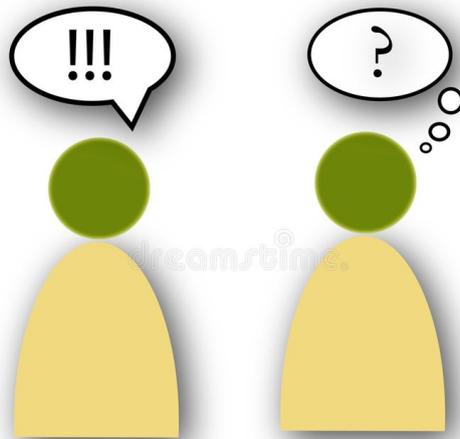


Similarly people cannot retain all that is received as information for a long time if they are inattentive or not interested

# Reasons for Psychological Barriers

## d. Distrust

If the sender and receiver don't believe each other, they cannot understand message in true sense



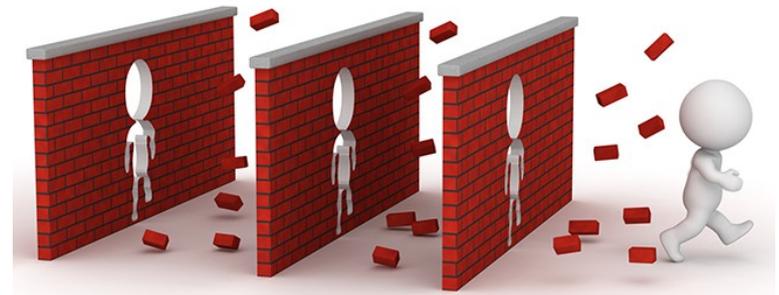
# Reasons for Psychological Barriers

**a. Premature evaluation**

**b. Lack of attention**

**c. Loss by transmission and poor retention**

**d. Distrust**



# 3. Organisational Barriers

# Organisational Barriers

The complex organizational structure with scalar chain restricts free and frequent communication



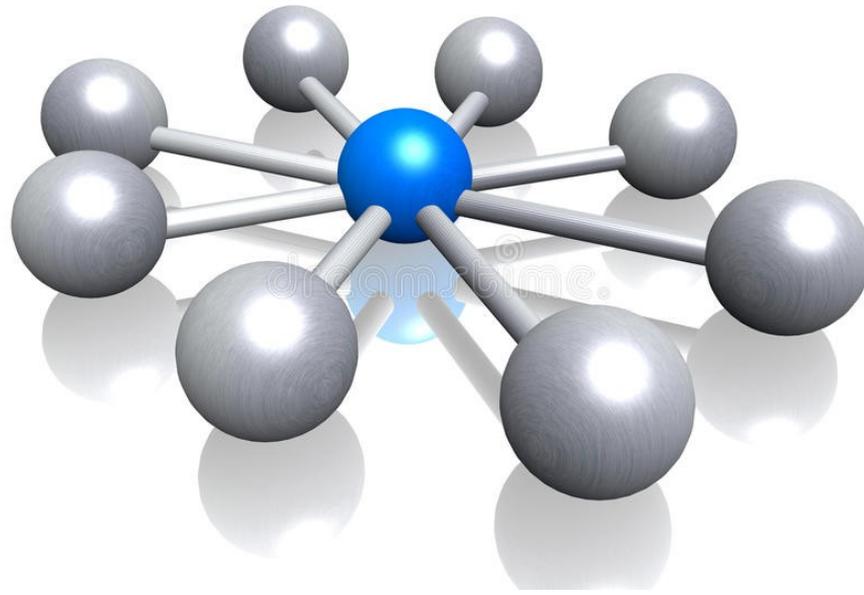
Too many levels may cause delay and distortion in message

To overcome this barrier management may permit horizontal and diagonal communication

# Reasons for Organisational Barriers

## a. Organizational policy

If an organization is highly centralized, it is not supportive to free flow of communication



# Reasons for Organisational Barriers

## b. Rules and regulations

Communication strictly through the chain of command may cause delays



# Reasons for Organisational Barriers

## c. Status

Some superiors may not be ready to talk freely with the subordinates. Similarly subordinates also not feel confident to talk freely with superiors



They pass information what superiors would like to hear and hold back unpleasant facts

# Reasons for Organisational Barriers

## d. Complexity in organizational structure

Too many levels in the management may cause delay and distortion



# Reasons for Organisational Barriers

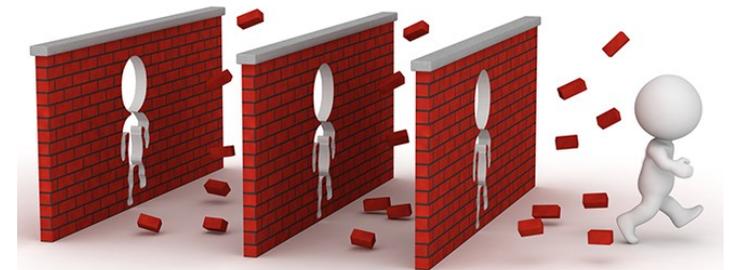
## e. Organizational facilities

If proper facilities are not provided such as intercom, public addressing system, complaint box, suggestions box etc. the communication may not flow freely



# Reasons for Organisational Barriers

- a. Organizational policy
- b. Rules and regulations
- c. Status
- d. Complexity in organizational structure
- e. Organizational facilities



# 4. Personal Barriers

# Personal Barriers

These are the personal factors of both the sender and the receiver



# Reasons for Personal Barriers

## a. Fear of challenge to authority

If a superior feels that a particular communication may adversely affect his authority, he will hold it or suppress it



# Reasons for Personal Barriers

## **b. Lack of confidence**

Some superiors will never take into confidence the subordinates



No confidence

# Reasons for Personal Barriers

## c. Unwillingness to communicate

Subordinates may also be unwilling to communicate with their superiors on the fear that it will adversely affect their interest



# Reasons for Personal Barriers

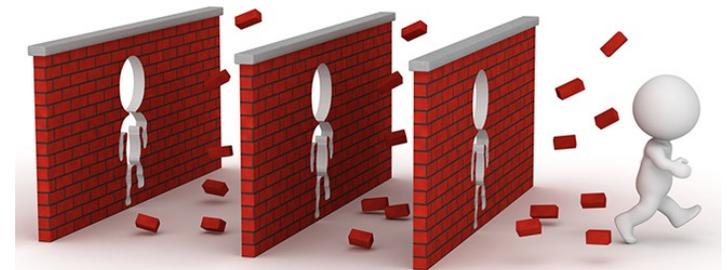
## d. Lack of proper incentives

If there is no reward or appreciation for the suggestions of subordinates; they will not be ready to communicate



# Reasons for Personal Barriers

- a. Fear of challenge to authority**
- b. Lack of confidence**
- c. Unwillingness to communicate**
- d. Lack of proper incentives**



# **Improving Communication Effectiveness**

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# Improving Communication Effectiveness

## 1. Clarify the ideas before communication

it is the duty of the communicator to clarify the message clearly before he is going to communicate the same



# Improving Communication Effectiveness

## 2. Consider the needs of receiver

The sender must understand the capacity of the receiver and he must know what type of information the receiver needs and in what form



# Improving Communication Effectiveness

## 3. Consult others before communicating

It is better to consult with others in developing a plan for communication



# Improving Communication Effectiveness

## 4. Beware of languages, tone and content of message

The language and tone used by the sender should be stimulating to evoke response from the listeners



# Improving Communication Effectiveness

## 5. Convey things of help and value to listeners

It is better to know the interest and needs of communicates while communicating a message



If the message is related to their interest there will be positive response, else they become passive listeners

# Improving Communication Effectiveness

## 6. Ensure proper feedback

The sender should take efforts to have feedback from the listeners time to time



# Improving Communication Effectiveness

## 7. Communicate for present and future

The communication should aim at present and future goals of the organization



# Improving Communication Effectiveness

## 8. Follow up communication

Proper follow up and review of instructions given to subordinates will help to remove hurdles if any



# Improving Communication Effectiveness

## 9. Be a good listener

Careful listening is a prerequisite for effective communication



Patient listening solves half the problem

# Improving Communication Effectiveness

1. Clarify the ideas before communication
2. Consider the needs of the communicator
3. Consult others before communicating
4. Beware of languages, tone and content of message



Breaking The Barriers

Breaking the barriers

# Improving Communication Effectiveness

5. Convey things of help and value to listeners

6. Ensure proper feedback

7. Communicate for present and future

8. Follow up communication

9. Be a good listener



Breaking the barriers



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