



B.Com Honours

Semester II

Calicut University

Leadership and Team Building

Course Code: COM2MN102 • Module 4 Notes

1. Communication and Conflict Resolution: Management in Action

The ultimate test of a leader is how they handle communication breakdowns and interpersonal conflicts within a team. Communication is the medium of leadership, while conflict is a natural outcome of diversity and collaboration. This final module covers effective communication strategies, active listening, conflict resolution techniques, ethical leadership principles, and emerging digital leadership trends.

Effective Communication Strategies

Leaders must establish clear, transparent communication channels:

- **Active Listening:** Paying full attention to the speaker, clarifying details, summarizing their points, and validating their concerns before responding.
- **Constructive Feedback:** Using structured feedback models like the **SBI Model** (stating the specific Situation, describing the observable Behavior, and explaining the Impact).
- **Transparency:** Sharing changes in strategy or company health openly to prevent rumors and build trust.

Conflict Resolution: Thomas-Kilmann Model

Workplace conflict arises from differing values, scarce resources, or communication breakdowns. Leaders resolve conflicts constructively using the five modes of the **Thomas-Kilmann Model**:

Conflict Mode	Assertiveness & Cooperation	Best Used When
Collaborating	High Assertiveness, High Cooperation. (Win-Win).	Integrating multiple perspectives to find an optimal solution.
Compromising	Moderate Assertiveness, Moderate Cooperation. (Lose-Lose / Split difference).	Reaching a quick, temporary agreement under time constraints.
Accommodating	Low Assertiveness, High Cooperation. (Lose-Win).	The issue is more important to the other party, preserving harmony.
Competing	High Assertiveness, Low Cooperation. (Win-Lose).	Quick, decisive action is critical (safety violations, cost cuts).
Avoiding	Low Assertiveness, Low Cooperation. (No decision).	The issue is minor, or emotions are too high to discuss rationally.

Ethical and Digital Leadership

Ethical Leadership Principles

Built on fairness, respect, honesty, and community building. Ethical leaders serve as role models, rewarding ethical behavior and refusing to compromise values for short-term profits, which builds long-term customer and employee trust.

Digital Leadership Skills

Managing remote and hybrid teams requires digital agility: using task trackers (Trello, Jira) transparently, establishing clear digital communication guidelines, and building team culture without physical contact.

Emerging Trends in Team Building

Modern team building focuses heavily on **Psychological Safety** (popularized by Google's Project Aristotle), which allows team members to admit mistakes and suggest ideas without fear of negative consequences. Other trends include managing **Hybrid Workforces**, encouraging **Agile Work Methods** (Scrum, sprint plans), and implementing virtual team-building activities to maintain connection.

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