

## HUMAN RELATIONS SKILL

- Motivating: Activating and Sustaining Human Behaviour
  
- Leading: Influencing Human Behaviour
  
- Appraising and Rewarding Performance
  
- Understanding Work Groups
  
- Managing Conflict and Stress
  
- Managing Change and Culture

## LEADERSHIP

- Leadership is a process of influencing the activities of members of a group in performing their tasks of goal setting and goal achievement.
- Managers are in a leadership role because they can influence the behaviour of members of the formal work group.
- Two types of leaders - a) Informal leader b) Formal leader.

### 1. POWER

- Power is the ability to command or apply force. It is not necessarily accompanied by authority.
- Through power, people can be influenced by someone to do something that they would not otherwise do.

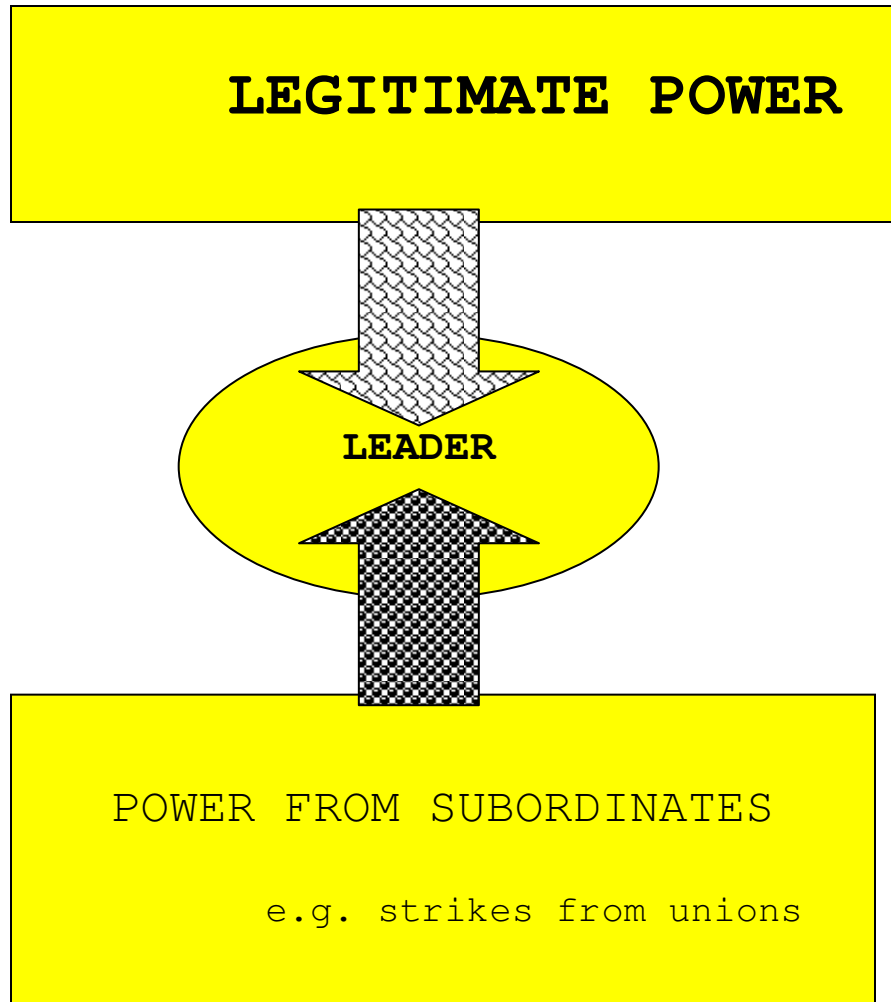
## 2. AUTHORITY

- Authority is the right to issue directives and expend resources.
- The amount of authority that a manager has depends on the *coercive, reward* and *legitimate power* that the manager can exert in a certain position.

Chester Bernard's Acceptance Theory of Authority

**The source of a manager's authority lies with the subordinate: The subordinate has the power either to accept or to reject a superior's command; if the subordinate rejects the authority of a superior, it does not exist. Barnard viewed disobeying or ignoring a superior as a denial of the latter's authority.**

**The coercive and reward power a manager can exert affect how much legitimate power the manager holds.**



COERCIVE POWER      Based on fear, the subordinate does what is required to avoid punishment. The disciplinary policies of organizations are generally based on this type of power.

REWARD POWER        Based on the ability of one individual to provide regards either intrinsic or extrinsic, for compliance with this individual's wishes.

LEGITIMATE POWER    Based on an individual's position in the organization; thus, when joining an organization, a person accepts the fact that the boss's orders are to be carried out.

EXPERT POWER         Based on the special skill, expertise or knowledge that a particular individual possesses.

REFERENT POWER      Exemplified by the charismatic individual who has unusual traits that allow that person to control situations.

## GENERAL APPROACHES TO LEADERSHIP

### Trait theory

- Early research stressed what the leader was like rather than what *he did*.
- Personality traits
  1. Originality
  2. Initiative
  3. Persistence
  4. Knowledge
  5. Enthusiasm
- Social traits
  1. Tact
  2. Patience
  3. Sympathy
  4. Solidarity
- Physical Traits
  1. Height
  2. Weight
  3. Attractiveness

## **BEHAVIOURAL MODELS**

- **Assumptions and beliefs about individuals and how to motivate them often influence a leader's behaviour**

### **THEORY X AND Y**

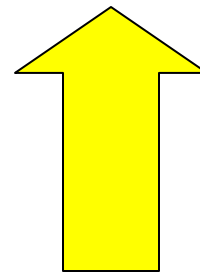
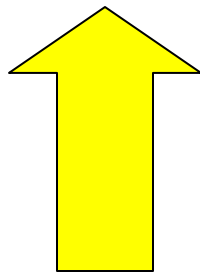
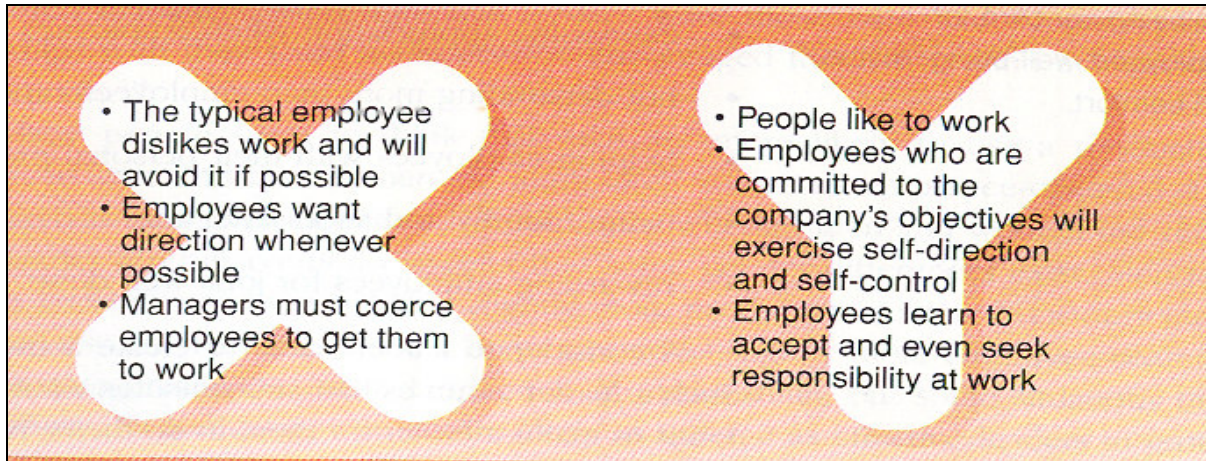
**McGREGOR'S "The Human Side of the Enterprise"**

#### **THEORY X**

**A leadership style whereby leaders tell subordinates what's expected of them, instruct them in on how to perform their jobs, insist that they meet certain standards, and make sure that every one knows who's boss.**

#### **THEORY Y**

**A leadership style whereby leaders consult with their subordinates, seek their opinions, and encourage them to take part in planning and decision making.**



**DIRECTIVE**

**PARTICIPATIVE INITIATING STRUCTURE**

**SUPPORTIVE**

**CONTROLLING**

**CONSULTATIVE**

**AUTHORITARIAN**

**DEMOCRATIC**

**SOCIALLY DISTANT**

**SOCIALLY**

**CLOSE**

**PRODUCTION ORIENTED**

**AFFILIATIVE**



**TASK ORIENTED**

**RELATIONS**

**ORIENTED**

**MANIPULATIVE**

**CONSENSUAL** Leadership style