

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. Bernard 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.

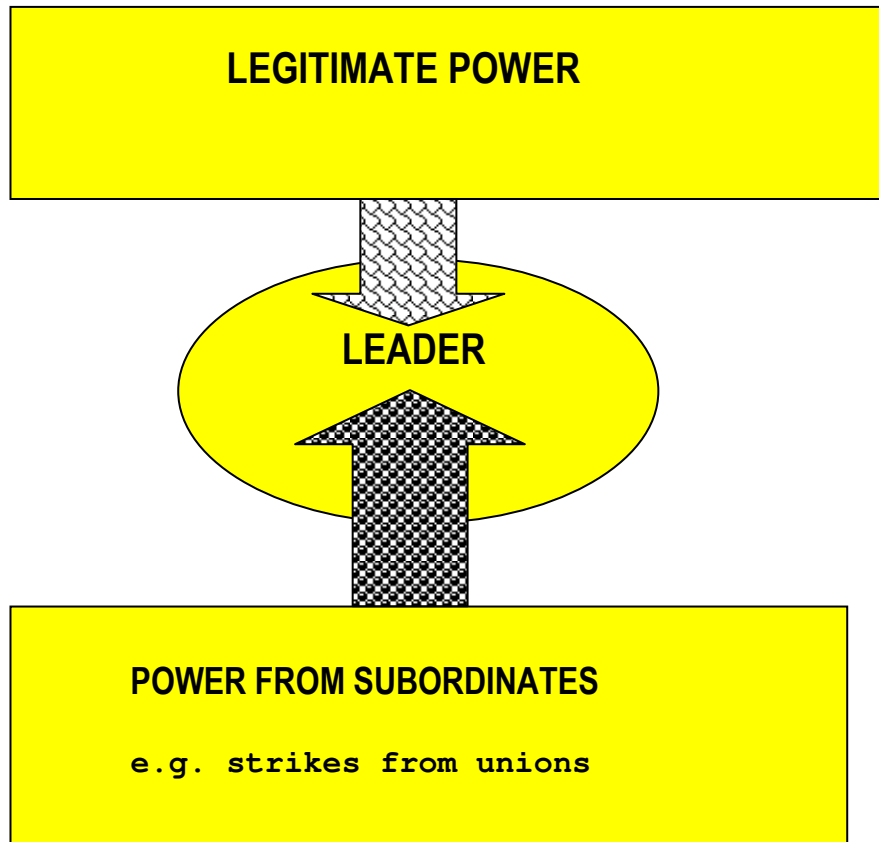
COERCIVE POWER Based on fear, the subordinate does what is required to avoid punishment. The disciplinary policies of organizations are generally based on this type of power.

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

Conceptions of Autocratic and Democratic Leadership (Source: Bass, 1990, p. 416)

<i>Source (by year)</i>	<i>Autocratic and/or Work-related concepts</i>	<i>Democratic and/or Person-related Concepts</i>
1938: Lewin and Lippitt	Authoritarian, autocratic	Democratic
1949: Nelson	Directive, regulative, manipulative	Democratic
1950: Katz, Maccoby and Morse	Production centred	Employee centred
1951: Hemphill, Seigel and Westie	Initiating Structure	Considerate
1957a, 1957b: Fleishman	Production emphasis	Employee emphasis
1958: Kahn	Path-goal structuring, modifying goals, enabling achievement	Direct-need satisfaction
1960: Cartwright and Zander	Goal achievement oriented	Goal maintenance oriented
1960: McGregor	Theory X	Theory Y
1960: Bass	Coercive, persuasive	Permissive
1964: Blake and Mouton	“9,1” (production not employee concerned)	“1,9” (employee, not production- centred)
1964: Day and Hamblin	Punitive	Nonpunitive
1961a: Likert	High performance, technical, close supervision	Supportive, group methods, general supervision
1962: Blau and Scott	Distant, formal, aloof, cold	Close, informal, warm
1965: F.C. Mann	Administrative, technical	Human relations oriented
1966: Bowers and Seashore	Work facilitative, goal emphasising	Interaction facilitative, supportive
1966a, 1966b: P.J. Burke	Directive	Nondirective
1967b: Bass	Task, self-oriented	Interaction oriented
1967a: Fiedler	Task oriented	Relations oriented
1967: R. Likert	Systems I and II	Systems II and IV
1969a: Heller	Coercive, directive	Joint decision making
1970: Wofford	Order, achievement, personal enhancement	Personal attraction, security and maintenance
1971: Yukl	Decision centralisation, initiation	Considerate
1974: D.R. Anderson	Traditional, prescriptive	People centred, supportive
1974: Bass and Valenzi	Directive, negotiative (manipulative), persuasive	Consultative, participative, delegative
1974: Zalesnik	Charismatic	Consensual
1974: Vroom and Yetton	A (decisions)	C, G (decision)
1976: Flowers	Closed	Open
1976: Keller and Szilagyi	Nonrewarding	Rewarding
1985: Misumi	(P)erformance leadership	(M)aintenance leadership

Table 2.1 Table showing the different conceptions of autocratic and democratic styles of leadership.

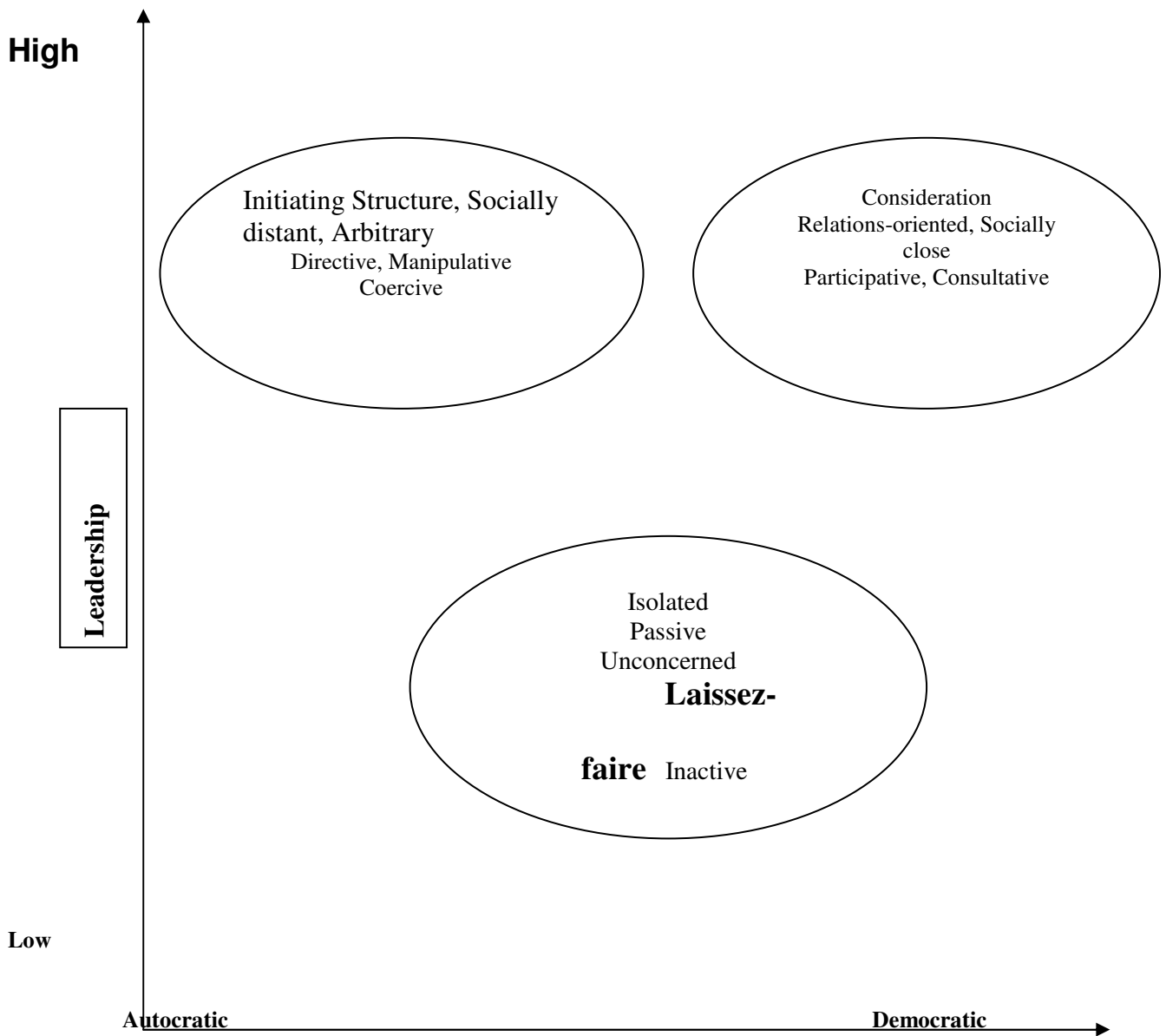


Figure 2.1 Conceptual Relations among Selected Styles of Leadership (Bass, 1990)