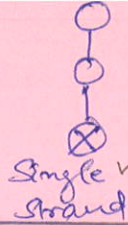
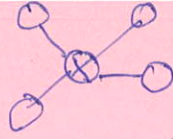


Keith Davis

4 types of grapevine networks



Single Strand



Gossip



Probability



Cluster

(4)

	<u>Circle</u>	<u>Chain</u>	<u>Wheel</u>	<u>All Channel</u>
Speed	slowest	fast	fast	slow
Accuracy	Least	High	Highest	High
Stability	Very low	very high	high	low
Morale	high	low	high	high
Flexibility	high	low	low	highest

✓ Fayol: Gangplank.

✓ Barnard: seven factors for maintaining objective authority:

- ✓ 1. channels known
- ✓ 2. formal channel to every member
- ✓ 3. line of comm direct & short
- ✓ 4. complete formal line to be used normally
- ✓ 5. competent persons as comm centers
- ✓ 6. no interruption in line of comm
- ✓ 7. authenticate comm.

✓ Norbert Weiner: cybernetics.

- ✓ Org systems move towards the entropy (disorder)
- ✓ Through information feedback, systematic info processing, → -ve entropy (order and integration)

✓ MIS: integrated network of info that support mgmt. decision making. Can also be used for strategic planning, ↑ consumer service & communication.

→ Barriers in Commⁿ

- ✓ Lack of planning
- ✓ Poorly expressed message
- ✓ Loss in transmission & poor retention
- ✓ poor listening
- ✓ Distrust, fear, threat → scepticism
- ✓ Information overload.

MORALE

by product of motivation.

- ✓ William Spriegel: "cooperative attitude or mental health of a number of people who are related to each other on some basis."
- ✓ Edwin Flippo: "mental condition or attitude of individuals and groups which determines their willingness to cooperate"
- ✓ Roethlisberger: "what physical health is to a physical organism, morale is to a cooperative system."
- ∴ What is it? → attitude, esprit de corps, state of well (or unwell) being and other ~~are~~ an emotional force.
- ✓ What it does? → affects output, quality, cost, cooperation, discipline, enthusiasm, initiative, and other aspects of success.
- ✓ Where it resides? → in minds, attitudes and emotions of individuals and in group reactions.
- ✓ Whom it affects? → officials in their interactions & ultimately the society.
- ✓ What it affects? → willingness to work and cooperate in the best interest of the organisation.

Morale

- ✓ composite of attitude & feelings
- ✓ indicates predisposition towards all aspects of work
- ✓ is a function of group relationships
- ✓ Concerned with mobilization of sentiments

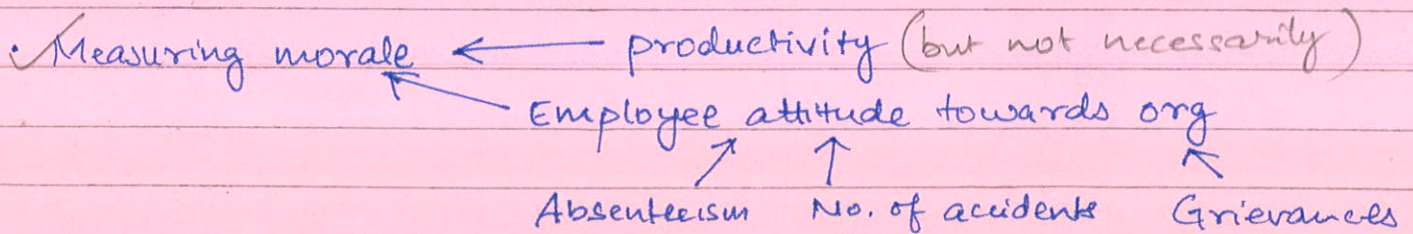
Motivation

- process of inspiring people
- predisposition towards the job itself
- Function of needs & incentives
- Mobilization of energy

- ✓ High morale $\Rightarrow$ $\uparrow$ productivity of a group, $\downarrow$ supervision reqd., $\downarrow$ strikes, $\downarrow$ turnover, $\downarrow$ waste, $\downarrow$ Grievances, $\uparrow$ cooperation, $\uparrow$ loyalty, $\uparrow$ discipline, $\uparrow$ initiative, $\uparrow$ pride in org.

Factors for building high morale

- ✓ Human Relations approach: humane approach
- ✓ Management of attitudes: top executive to lead by e.g.
- ✓ Incentive Schemes
- ✓ Rotation of jobs
- ✓ $\uparrow$ Responsibility
- ✓ Welfare measures
- ✓ $\uparrow$ Participation in decision making
- ✓ Job Enrichment
- ✓ Spirit of work place e.g. ugliness has adverse effect on morale



- ✓ Morale is the key to action, the lubricant that keeps the govt. machinery running smoothly.

Leadership

→ a process whereby an individual influences a group of individuals to achieve a common goal.

→ Bennis : Leaders v/s Managers.

Manager

✓ Administers

✓ A copy

✓ Maintains

✓ Focuses on systems and structure

✓ Relies on control

✓ Short range view

✓ Asks how & when

✓ Eye on the bottom line

✓ Imitates

✓ Does things right

Leader

✓ Innovates

✓ An original

✓ Develops

✓ Focuses on people

✓ Inspires trust

✓ Long range perspective

✓ Asks what and why

✓ Eye on the horizon

✓ Originates

✓ Does the right thing

Follow → position, personality, function

→ Leader's bases of power : Knowledge, info & experience; resources for dispensing favours, rewards and penalties; formal authority; charisma; distinct personality characteristics.

→ Leadership functions : David Bowers and Stanley Seashore.

1. Support → ↑ employee morale

2. Emphasis on goals → ↑ enthu towards goals

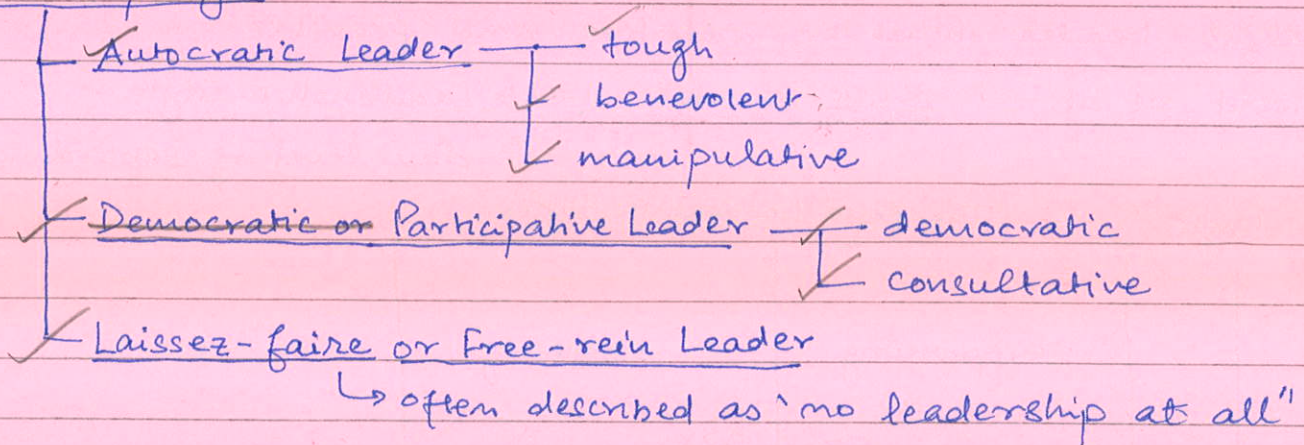
3. Facilitation of work → planning, coordinating, etc.

4. Facilitation of interaction. → encourage interaction

desirable (not essential)

- Leadership qualities: courage, willpower, judgement, flexibility, knowledge, integrity, energy, persuasiveness, decisiveness & initiative, creativity & vision.
- Barnard: vitality & endurance, intellectual ability, stability in behaviour + ones underlined above

Leadership Styles



THEORIES OF LEADERSHIP

- Great man theory: leaders born, not made
Nelson, Napoleon, Gandhi, Mao
No scientific basis, speculative, misleading

- Trait theory: leadership qualities or traits can be acquired
some of
Qualities which leaders possess: intelligence, self confidence, determination, integrity, sociability.
Outdated, speculative, dominant before WW2.

→ SITUATIONAL THEORY: Hersey and Blanchard

- ✓ Leadership is specific and relative to the particular situation in which it occurs.
- ✓ traits and skills characterising good leader vary from group to group and situation to situation.

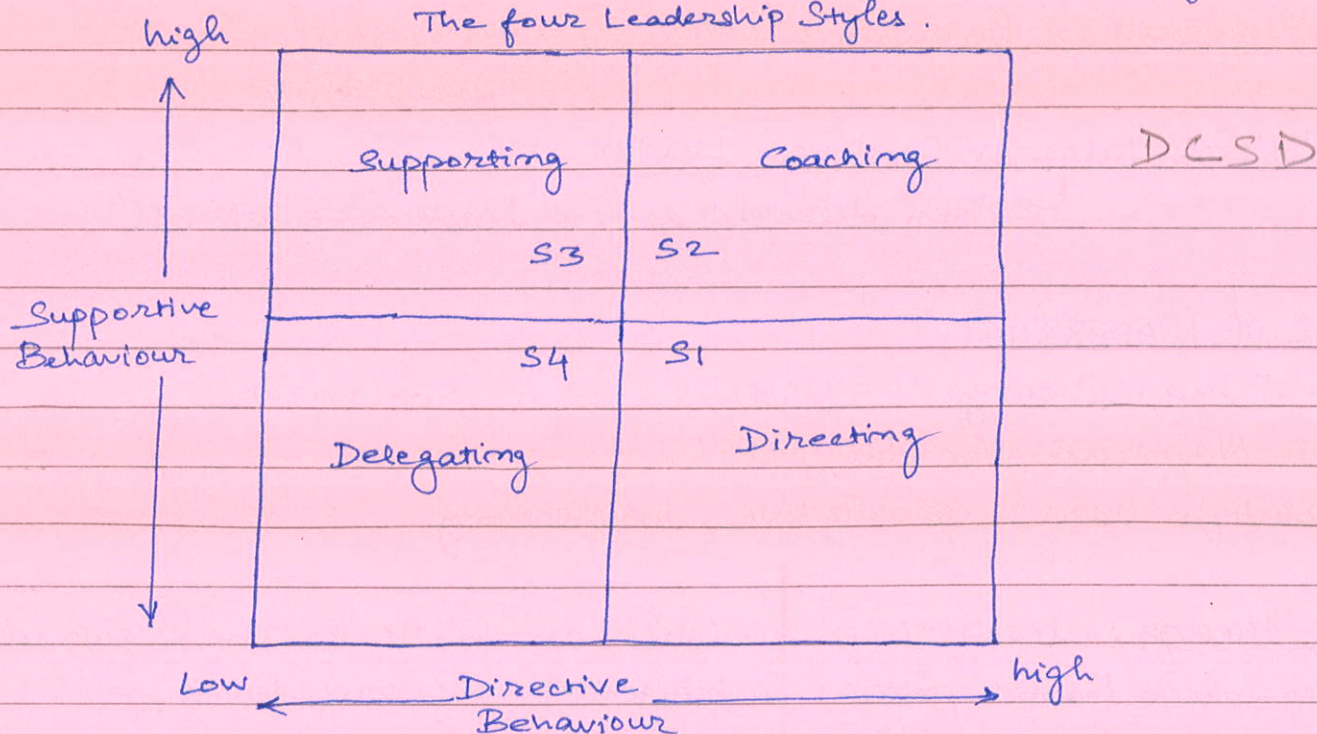
Ohio State Univ research: 4 situational variables that affect behaviour:

- (i) cultural environ
- (ii) diff. b/n individuals
- (iii) diff b/m jobs
- (iv) diff b/m orgs.

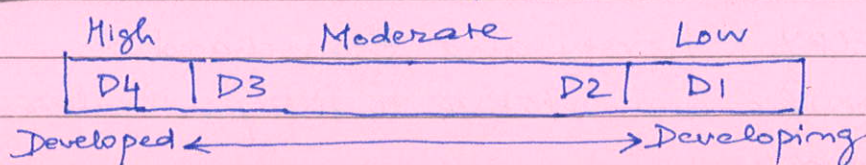
Successful Leader must be adaptive and flexible.

Blanchard et al. : SLII model. → Leadership style ✓
 → dev level of subordinates ✓

The four Leadership Styles.



Dev level: degree to which subordinates have the competence and commitment necessary to accomplish a given task.



Dev level of followers.

LEADER MUST ADAPT TO THE DEVELOPMENT LEVEL OF SUBORDINATES

- D1 : low competence high commitment
- D2 : some competence, low commitment
- D3 : moderate to high competence, lack commitment.
- D4 : high competence, high commitment.