

**HEALTH SERVICE MANAGEMENT (HSM) I**

**LEADERSHIP and MANAGEMENT**



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**Course outline**

The course is designed to enable the students understand the principles of health management and carry out managerial and administrative duties in health institutions.

The course is divided into HSM I and II covered in 2nd year and HSM III and IV covered in 3rd year.

HSM I

1. Introduction to Leadership and Management. 8 Hours
2. Organization of Healthcare Services 4 Hours
3. Human resource management 4 Hours
4. Communication and Networking 6 Hours
5. Commodity and Supplies Management 6 Hours

HSM II

1. Financial Resource Management 6 Hours
2. Health Information System 4 Hours
3. Quality Assurance in Health Service 8 Hours
4. Project Management 4 Hours
5. Monitoring and Evaluation 8 Hours

HSM III.

1. Medical ethics 20 Hours
2. Corruption and anti corruption measures 4 Hours

HSM IV.

1. Medical entrepreneurship 30 Hours

**Teaching/learning strategy.**

Lectures, individual assignments, case studies, group discussion, demonstrations.

**Teaching/learning resources.**

LCD, Laptop computer, charts, videos, whiteboard, marker pens.

**HEALTH SERVICE MANAGEMENT (HSM) I**

This course is designed to enable the students understand the principles of health management and carry out managerial and administrative duties in health institutions

**Objectives.**

* Apply concepts and principles of management
* Apply appropriate problem solving skills

**Module 1 Introduction to management.**

**Objectives**

1. Define terms used in management
2. Explain the classical and contemporary theories of management
3. Explain functions of management
4. Apply principles of management

**Unit 1 Overview of Management**

**Content.**

1. Definition of terms
2. Foundations of Management
3. Classical and contemporary theories
4. Major functions of management: - planning. Implementation and evaluation
5. Sub functions of management: - organizing, directing, supervising, delegating, co-ordinating, monitoring and controlling ……………………………………..…………………......**4 Hours**

**Teaching/learning strategy.**

Lectures, individual assignments, case studies, group discussion, demonstrations.

**Teaching resources.**

LCD, Laptop computer, charts, videos, whiteboard, marker pens.

**Unit 2 Principles of Management, Problem solving and Decision Making**

**Content.**

* Fayol’s 14 principles of management
* Other principles of management
* Learning from experience, convergence of work
* Management by exception
* Shortest decision path
* Delegation.
* Management strategies. Managerial skills – technical skill, human skill, planning related skill and flexibility: Function determined structure; economic use of resources – substitutions of resource, division of labour and team work; Decision making – programmed and non-programmed; Decision making process; Factors affecting rational decision making; Problem solving – situation analysis, prioritisation, options, implementation of decision and evaluation of outcome…………………………………………………………………………….**4 Hours**

**Introduction to management.**

* Health managers are under pressure to achieve sustainable results. therefore managers must develop high **performing workgroups (**group of people who work together on a regular basis to produce results e.g. a department, clinic, faculty etc)
* A good work atmosphere or **work climate** encourages and sustains staff motivation. While a poor work climate can result in absenteeism, unmet performance objectives, lack of initiative, reduced interest in work or the organization.
* The study of **management** outlines the connections between work climate, employee motivation and performance. It describes how managers can assess the climate in their workgroup and shows how they can use the results to make **changes in leadership** and management practices that will **motivate workers** to do the best work possible and improve results.
* Therefore, a manager is someone who is **controlling and administering** an organization or a part of an organization. Managers decide what should be done and then get one to do it. They **must satisfy the needs of each employee while also meeting the goals of the business** or the **organization.**
* Being capable of doing this **involves leadership**.

## Definitions of management

Has been defined in different ways by different writers:

1. Management is the act of getting things done through and with other people in formally organized groups.

* Act of creating an environment in which people can perform as individuals and yet operate towards attainment of group goals.
* Act of removing blocks to performance as a way of optimizing efficiency (productive with minimum waste or effort) in reaching goals. **H. Knoontz**

1. Management involves design or creation or maintenance of an internal environment in an enterprise where individuals working together in groups can perform efficiently and effectively towards attainment of group goals. **Knoontz $ O. Donell**
2. Management is a process of achieving an organizational goal through the coordinated performance of 5 specific functions:
3. Planning
4. Organizing
5. Staffing
6. Directing
7. Controlling
8. Management is the process of getting things done through the efforts of other people. (Mondy et al)
9. Management is the process of working with and through others to achieve organizational objectives in a changing environment, central to this is the effective and efficient use of limited resources.

## History of management

* Management has been there since the beginning of mankind. People had their way of doing things or carrying out their daily activities such as planning, organizing, coordinating and controlling, but the methods were crude.
* They had no standards of measuring work, and there was no formal training of workers. Work was not studied to determine the most desirable way to complete a task.
* The development of management as a discipline of study came as a result of important developments in both Europe and America from the 16th century.
* In the 16th century there was development of administrative technology in Austria and Germany aimed at improving particular functions and activities of the government system.
* In the 19th century there was the need to establish a reputable civil service in Europe especially Britain. These developments helped to portray management as an area that could be studied and taught.
* In preparing civil servants in managerial skills it was found out that they could interpret and implement governmental policies more effectively and efficiently.

**Major personalities in management.**

1. **Fredrick Winslow Taylor**

He came up when there was a shortage of labor in industries. He contributed his ideas to show how important it was to utilize the few people available to do the work. He did the following:

1. Time study- how long it took a person to do a certain piece of work.
2. Motion study
3. Piece rate- pay according to work done
4. Time rate
5. Fair days job
6. Selection
7. Reward system
8. Efficiency and productivity
9. **Elton George Mayo**
10. He is called the pioneer in human relationship
11. He looked at what should be done at a place of work for the organization to achieve its goals and objectives.
12. He looked at the employee as a human, what the employee expects and how he expects to be treated, hence motivated.

**He concluded that an employee:**

* Should be recognized
* Be promoted
* Must participate
* Have self esteem
* Self actualization
* Informal groups
* Have his interests looked into

1. **Henry Fayol**

According to him, a manager is involved in 5 roles/aspects/functions of management:

1. Planning - devise a course of action
2. Organizing - mobilizing human resources and materials to put plans in effect
3. Commanding - motivate employees and target them to work
4. Control - monitoring the plan to ensure that it is being carried out properly
5. Coordination - work harmoniously

**Other personalities include:**

Parker Follet

Chester Bernard

Hugo Munsteberg

Abraham Manslaw

Douglas McGregor

Fredrick Hens burg

David McClelland

## Principles of management

The search for universally acceptable principles of management began in the industrial areas of Europe and America in the last years of the19th century. Henri Fayol put the general principles of management forward; he stated the key activities of any industrial undertaking as;

* Technical activities e.g. Production
* Commercial activities e.g. Buying and selling
* Financial activities e.g. Securing capital
* Security activities e.g. Safeguarding property
* Accounting activities e.g. Providing financial information
* Managerial activities e.g. Planning and organizing

The first five were well known, but the last was unknown as an entity. Fayol stated that to manage was “to forecast and plan, to organize, to command, to coordinate and to control”

**He saw.**

* Forecasting and planning as looking to the future and drawing a plan of action.
* Organizing in structural terms
* Commanding as maintaining activity among personnel
* Coordinating as a unifying activity
* Controlling as ensuring that things happen in accordance with established policies and practice.

**Fayol** concluded that managerial activities were not exclusively for management, but were part of the total activities of any undertaking.

He listed 14 principles but emphasized that they were not absolute but capable of adaptation, according to need.

1. **Division of work / labor-** reduces the span of attention or effort for any one person or group. Develops practice and familiarity.
2. **Authority-** The right to give orders. Should not be considered without reference to responsibility
3. **Discipline-** Outward mark of respect in accordance with formal or informal agreement between the organization and the employee.
4. **Unity of command-** One man one superior
5. **Unity of direction-** One head one plan for a group of activities
6. **Subordination of individual interests-** The interest of one individual or group should not prevail over the general good.
7. **Remuneration-** Pay should be fair to employee and the organization.
8. **Centralization-** Depends on the size of the company and quality of management.
9. **Hierarchy or scalar chain-** Line of authority from top to bottom.
10. **Order-** A place for everything and everything in its place.
11. **Equity-** Combination of kindness and justice towards employees.
12. **Stability of staff-** Employees need to be given time to settle into their jobs.
13. **Initiative-** Encourage employees to show initiative within the limits of authority and discipline.
14. **Espirit de corps-** Harmony/teamwork should be encouraged.
15. **Division of labour**

* Work is allocated to various employees since one person can not do all the work.
* Work is divided into specialized tasks or elements. Responsibilities are assigned to specific individuals.

**Merits**

* + Increases productivity
  + Increases efficiency
  + Leads to specialization
  + Time saving

**Demerits**

* + Fatigue
  + Boredom
  + Powerlessness
  + Isolation
  + Unemployment
  + Self-estrangement

1. **Order**

* A place for everything and everything in its place
* People are required to be in specific places of work
* goals and objectives cannot be achieved if there is no order
* there must be schedules or timetables to be followed

1. **Equity**

* Fair discipline and order enhance employee commitment. Managers should be fair and friendly to subordinates and exercise impartiality.
* there should be fairness with no favoritism
* ensures there is no discrimination
* one is paid according to the work done regardless of gender, language, color or race

1. **Centralization**

* All major policy decisions should be made at the top of the management level or central point
* Delegation of duties from top-down
* Top most person is always answerable for the running of the organization

1. **Hierachy or scalar chain**

* Refers to Junior-senior relationship
* it is the chain of command
* major decisions are made at the top
* Communication should follow the right channel in the hierarchy. it should be kept within the chain of command
* remuneration should be given according to the position held by the concerned person

1. **Authority**

* Delegate responsibility along with authority (the right to command and get work done) *assignment: define authority*
* All employees should have power (delegated authority) *assignment*
* All employees should have power and authority in their sections
* They should be able to delegate duties
* They should self initiative and judgment and therefore power and authority have a limit. If misused it can cause chaos leading to demotivation which will affect efficiency and productivity in the work place

1. **Initiative**

* Encourage employees to act on their own in support of the organization’s direction despite the mistakes made.
* This boosts the staff morale.

**8. Remuneration**

* All workers should be fairly paid with appropriate additional incentives for additional work/efforts.
* Includes salary, allowances, free benefits etc

1. **Espirit de corps**

* Refers to teamwork.
* Promotes unity of interests between employees working in different sections and between employees working and management.
* There is co-operation, togetherness and cohesion.
* This gives an organization a corporate image.

**10. Discipline**

* Should be maintained in the workplace.
* Rules and regulations should be enforced fairly and judiciously, there should be well defined procedure of dealing with disciplinary matters
* Effective communication is necessary concerning expectation of the management from employees e.g. no smoking, drinking etc

**11. Surbodination of individual interest**

1. Interests of the organization must take priority over the interests of the individual or a group whenever there is a conflict between the two.
2. An employee’s personal needs should not be met using time and material from the organization.
3. One should not misuse funds, vehicles etc for individual needs

**12. Unity of command**

1. An employee is assigned one supervisor. This avoids conflict and confusion in instructions and authority
2. The senior person delegates responsibilities and he is the one who should understand who is senior or junior employee

**13. Stability of staff**

1. Or tenure of employees
2. Employment turnover should be minimized. High labor turnover is no desirable, it shows an organization is not doing well.
3. Tenure and long term commitment of employees should be encouraged
4. This results in a sense of belonging to the organization giving rise to dedication and better outcome or output
5. This can be enhanced by better remuneration, job security, employee benefits etc

**14. Unity of direction**

1. The principle of Fayol states that ‘there should be one head and one plan’ for a group of activities or tasks having the same objectives.
2. This ensures that all related activities are controlled from one source e.g. there should be one personnel officer for the personnel department with specified plan for personnel policies, feeding personnel in all departments of the organization.

## Approaches to management

There are 3 basic approaches to management:

1. The classical approach
2. Behavioral approach
3. Management science approach
4. **The classical approach**
5. Started in the early 20th century to increase efficiency and productivity at the work place.
6. It marked the beginning of the study of modern management. It is looked at in two perspectives:
7. Problem of lower level managers- the scientific management
8. Problem of top level management- classical organizational theory- to develop principles and basic functions of managing organizations.

From the classical approach Henri Fayol came with the principles of management

Scientific management was pioneered by Fredrick Winslow Taylor. He was interested in efficiency of working methods. He concluded that workers tended to put minimal effort into their daily work.

The scientific approach required the following steps:

1. Develop a science for each operation to replace opinion and rule of thumb
2. Determine accurately from science the correct time and method for each job
3. Set up a suitable organization to take up all responsibility from the workers except for actual job performance
4. Accept that management be governed by science developed for each operation

Other theorists in scientific management include- Frank and Lillian Gilbreth, Henry Gantt.

**2. Behavioural approach**

This approach developed because it was found that the classical approach did not achieve total efficiency and harmony at the workplace.

It has two branches:

1. **Human relations approach**
2. This refers to the manner in which managers interact with subordinates
3. Managers must know why their subordinates behave the way they do and what psychological and social factors are important
4. This approach concentrated on the social environment
5. **Behavioral science approach**
6. Believed that man is much more complex than the ‘economic man’ description of the classical management and ‘social man’ description of human relations approach
7. It mainly looked at the nature of work and the degree to which it can fulfill human needs to use skills and abilities
8. An individual is motivated by more than money and forming social relations
9. **Rationaleconomicman***-* theories of Adam smith in the 1770s suggested that self -interest and maximization of gain are the prime motivators.
10. **Social man**- people mainly motivated by social needs i.e. need for personal relationships.
11. **Self actualizing man**- need for self fulfillment as a prime motivator.
12. **Complex man**- understanding man’s motivation is complex with several interrelated factors]

The human relations approach lead to **Maslow’s hierarchy** of needs:

1. Physiological needs e.g. food, sleep, sex etc.
2. Safety needs i.e. stable environment with no threats
3. Love needs- related to affectionate relations with others and status within the group
4. Esteem needs- self-respect, self-esteem and the esteem of others
5. Self-actualization- self-fulfillment

**3. Management science approach**

The ideas of scientific management were pioneered by F.W Taylor, Frank and Lillian Gilbreth, and H. Gantt.

Taylor was convinced that few workers put in more than minimal effort into their daily work. He described this as “soldiering”- man’s tendency to take things easy and the organized restriction of the rate of work by the employer.

His approach used mathematics and statistics to aid in resolving production and operations problems. It required a series of steps;

1. Develop a science for each operation to replace opinion and rule of thumb
2. Determine scientifically the correct time and method for each job
3. Set up a suitable organization to take all responsibility from workers except that of actual job performance
4. Select and train workers
5. Accept that management itself be governed by science

His approach came to be known as the **Work Study -** facts are substituted by opinions by studying work and timing how long each operation would take in order to produce the best method of doing a job.

After Taylor, came the Gilbreths with the theory of **Motion Study-** the study of task movements. They said that measurement be applied to management in order to find the best way of doing a job.

**Assignment.**

1. Outline the theories of Gantt and his charts
2. Discuss the advantages and disadvantages of scientific management
3. Write a short essay on the principles of management by Lyndall F. Urwick
4. Discuss the advantages and disadvantages of the ideal type of bureaucracy, as described by Max Weber.
5. Does the work of F. W. Taylor have any relevance to modern management

All these theories led to a summary into two scientific approaches;

1. **The systems approach**

Organizations viewed as systems, while a system is a collection of interrelated parts which form some whole. Typical systems include- the solar system, human body etc

**b) The contingency approach**

Its basic concept is that there is no one best way to manage. It has developed from the systems approach. It determines the most appropriate organizational design and management style for a given set of circumstances.

## Managerial skills

1. **Technical skills.** This is the ability to use specific knowledge, techniques and resources in performing work.
2. **Analytical skill**. Using scientific approaches of techniques to solve management problems.
3. **Decision making skill**.
4. **Human skill.** Ability to work with and understand others.
5. **Communication skill**. Effective communication.

Conceptual skill. Ability to know how each part of the organization interrelates and contributes to the overall objectives of the organization

## Functions of management

1. Planning
2. Staffing
3. Organizing
4. Delegating
5. Coordinating/controlling/directing
6. Motivating
7. Leadership
8. Evaluation
9. Communication
10. Budgeting
11. Decision making
12. Implementation
13. Problem solving/preventing

**Planning**

1. Planning is concerned with the future impact of today's decisions. It is the fundamental function of management from which the other four stem. The need for planning is often apparent after the fact.
2. The organizing, staffing, leading and controlling functions stem from the planning function.
3. The manager is ready to organize and staff only after goals and plans to reach the goals are in place.
4. The leading function, influencing the behavior of people in the organization, depends on the goals to be achieved.
5. Finally, in the controlling function, the determination of whether or not goals are being accomplished and standards met is based on the planning function.
6. The planning function provides the goals and standards that drive the controlling function.
7. Planning is important at all levels of management. However, its characteristics vary by level of management.

**Planning Terminology**

**Vision** Nonspecific directional and motivational guidance for the entire organization. Top managers normally provide a vision for the business. It is the most emotional of the four levels in the hierarchy of purposes.

**Mission** An organization's reason for being. It is concerned with scope of the business and what distinguishes this business from similar businesses. Mission reflects the culture and values of top management.

**Objectives** Objectives refine the mission and address key issues within the organization such as market standing, innovation, productivity, physical and financial resources, profitability, management and worker performance and efficiency. They are expected to be general, observable, challenging, and untimed.

**Goals** Goals are specific statements of anticipated results that further define the organization's objectives. They are expected to be **SMART: *S***pecific, ***M***easurable, ***A***ttainable, ***R***ewarding, and ***T***imed.

Development of tactics is a fifth level of planning. Tactics, the most specific and narrow plans, describe who, what, when, where and how activities will take place to accomplish a goal.

**Strategic Planning**

Strategic planning is one specific type of planning. Strategies are the outcome of strategic planning.

An organization's strategies define the business the organization is in, the criteria for entering the business, and the basic actions the organization will follow in conducting its business

Strategies are major plans that commit large amounts of the organization's resources to proposed actions, designed to achieve its major objectives and goals. Strategic planning is the process by which the organization's strategies are determined. In the process, three questions are answered:

1. Where are we now?
2. Where do we want to be?
3. How do we get there?

The "where are we now?" question is answered through the first three steps of the strategy formulation process: (1)perform internal and external environmental analyses, (2)review vision, mission and objectives, and (3)determine SWOT: ***S***trengths, ***W***eaknesses, ***O***pportunities and ***T***hreats. SWOT analysis requires managers to be honest, self-disciplined and thorough

Strengths and weaknesses come from the internal environment of the firm. Strengths can be exploited, built upon and made key to accomplishment of mission and objectives. Strengths reflect past accomplishments in production, financial, marketing and human resource management.

* Weaknesses are internal characteristics that have the potential to limit accomplishment of mission and objectives. Weaknesses may be so important that they need to be addressed before any further strategic planning steps are taken.
* Opportunities and threats are uncontrollable by management because they are external to the firm. Opportunities provide the firm the possibility of a major improvement. Threats may stand in the way of a firm reaching its mission and objectives.

**Directing**

* Directing is influencing people's behavior through motivation, communication, group dynamics, leadership and discipline.
* The purpose of directing is to channel the behavior of all personnel to accomplish the organization's mission and objectives while simultaneously helping them accomplish their own career objectives.
* It has a variety of names, i.e. leading, influencing, coaching, motivating, interpersonal relations, and human relations.
* The directing function gives the manager an active role in employee performance, conduct and accomplishments. Managers accomplish their objectives through people. In blaming others for her or his human resource problems, a manager is denying the management responsibilities in the directing function.
* Helping people in the organization with career planning and professional development is an integral part of the directing function.

**Organizing**

* Organizing is establishing the internal organizational structure of the business
* The focus is on division, coordination, and control of tasks and the flow of information within the organization.
* Managers distribute responsibility and authority to job holders in this function of management.

**Organizational Structure**

Each organization has an organizational structure. By action and/or inaction, managers structure businesses.

Managers' decisions should reflect the mission, objectives, goals and tactics that grew out of the planning function. Specifically, they decide:

1. Division of labor
2. Delegation of authority
3. Departmentation
4. Span of control
5. Coordination

**Division of Labor**

Division of labor is captured in an organization chart, a pictorial representation of an organization's formal structure. An organization chart is concerned with relationships among tasks and the authority to do the tasks. Eight kinds of relationships can be captured in an organization chart.

1. The division/specialization of labor

2. Relative authority

3. Departmentation

4. Span of control

5. The levels of management

6. Coordination centers

7. Formal communication channels

8. Decision responsibility

**Delegation of Authority**

1. Authority is legitimized power.
2. Power is the ability to influence others.
3. Delegation is distribution of authority.
4. Delegation frees the manager to use his or her time on high priority activities.
5. Delegation of authority does not free the manager from accountability for the actions and decisions of subordinates.

**Delegationofauthorityisguidedbyseveralkeyprinciplesandconcepts*:***

***Exception principle*** - Someone must be in charge. A person higher in the organization handles exceptions to the usual. The most exceptional, rare, or unusual decisions end up at the top management level because no one lower in the organization has the authority to handle them.

***Scalar chain of command*** - The exception principle functions in concert with the concept of scalar chain of command - formal distribution of organizational authority is in a *hierarchial* fashion. The higher one is in an organization, the more authority one has.

***Decentralization*** - Decisions are to be pushed down to the lowest feasible level in the organization. The organizational structure goal is to have working managers rather than managed workers.

***Parity principle*** - Delegated authority must *equal* responsibility. With responsibility for a job must go the authority to accomplish the job.

***Span of control*** - The span of control is the *number* of people a manager supervises. The organizational structure decision to be made is the number of *subordinates* a manager can effectively lead. The typical guideline is a span of control of no more than 5-6 people. However, a larger span of control is possible depending on the complexity, variety and proximity of jobs.

***Unity principle*** - Ideally, no one in an organization reports to more than one supervisor. Employees should not have to decide which of their supervisors to make unhappy because of the impossibility of following all the instructions given them.

***Line and staff authority*** - Line authority is authority within an organization's or unit's chain of command. Staff authority is advisory to line authority. Assume a crew leader reports to the garden store manager who in turn reports to the president. Further assume that the crew leader and store manager can hire and fire, and give raises to the people they supervise. Both the crew leader and store manager have line authority. To contrast, assume that the president has an accountant who prepares monthly financial summaries with recommendations for corrective action. The accountant has staff authority but not line authority.

**Departmentation**

Departmentation is the *grouping* of jobs under the authority of a single manager, according to some rational basis, for the purposes of planning, coordination and control. The number of departments in an organization depends on the number of different jobs, i.e., the size and complexity of the business.

**Informal Structure**

The formal structure in each organization that has been put in place by management has an accompanying informal structure. Management does not and cannot control the informal structure.

The informal structure has no written rules, is fluid in form and scope, is not easy to identify, and has vague or unknown membership guidelines.

For management, the informal structure may be positive or negative. Positive qualities include the ability to quickly spread information and provide feedback to the information. The informal structure gives people a sense of being in the know. Management can feed information into the informal structure at very low cost. The informal structure can also help satisfy employees' social needs.

The negative qualities of the informal structure mirror the positive qualities in several ways. The juicier a rumor, the more likely is the informal structure to repeat it, expand it and make it into the "truth." Management may not know what information is flowing through the informal structure. Employees can waste a great deal of time nurturing and participating in the informal structure. Finally, the informal structure can fence out new employees, "rate breakers," and change agents no matter the extent to which the formal structure makes them a part of the organization.

**Controlling**

1. Controlling is a four-step process of establishing performance standards based on the firm's objectives, measuring and reporting actual performance, comparing the two, and taking corrective or preventive action as necessary.
2. Performance standards come from the planning function.
3. Standards should be established for every important task.
4. Corrective action is necessary when performance is below standards. If performance is anticipated to be below standards, preventive action must be taken to ensure that the problem does not recur. If performance is greater than or equal to standards, it is useful to reinforce behaviors that led to the acceptable performance.

**Characteristics of the Control Process**

1. The control process is cyclical which means it is never finished. Controlling leads to identification of new problems that in turn need to be addressed through establishment of performance standards, measuring performance etc.
2. Employees often view controlling negatively.
3. The process anticipates problems and takes preventive action. With corrective action, the process also follows up on problems.
4. The organizational culture should prevent a person walking away from a small, easily solvable problem because "that isn't my responsibility."
5. Controlling builds on planning, organizing and leading.

**Disadvantages of Control**

Managers expect people in an organization to change their behavior in response to control. Employee resistance can easily make control efforts dysfunctional. The following behaviors demonstrate means by which the manager's control efforts can be frustrated:

1. Game playing--> control is something to be beaten, a game between the "boss and me and I want to win."
2. Resisting control
3. Providing inaccurate information
4. Following rules to the letter
5. Sabotaging -- > stealing, discrediting other workers, chasing customers away, gossiping about the firm to people in the community
6. Playing one manager off against another

### LEADERSHIP.

**Objectives.**

1. Demonstrate appropriate leadership skills.
2. Apply appropriate staffing principles in recruitment, deployment, supervision and appraisal of personnel.
3. Apply concepts of group dynamics in human resource management.
4. Describe principles of office management.
5. Apply the concepts of motivation to improve staff performance.

**Unit 1 Leadership, Motivation and Group Dynamics**

**Content**

* Leadership: - Qualities of a leader; Leadership theories; Leadership styles.
* Motivation: - Theories; Motivators and Demotivators.
* Organizational behaviour/Group Dynamics: - Formation of groups; Types of groups; Characteristics of individuals in a group. Functional and dysfunctional behaviour in a group.
* **……………………………………………………………………………………….4 Hours.**

### Leadership.

**Definition**

It is a dynamic **process** in a group whereby one individual **influences the others** to contribute voluntarily to the achievement of group tasks in a given situation.

The **action of leading** a group of people or an organization.

The **art of motivating** a group of people to act toward achieving a common goal.

**Means** directing workers and colleagues with a strategy to meet the company's needs.

**A leader.**

1. Plans
2. Makes policies
3. Organizes
4. Controls
5. Coordinates

**Types of leaders**

1. **Charismatic leader**

Has influence due to the strength of personality e.g. Napoleon, Hitler, Churchill etc

**2. Traditional leader**

By birth or inheritance

**3. Situational leader**

Provides temporary leadership- being at the right place at the right time

**4. Appointed leader**

Influence arises from his position in the hierarchy e.g. managers, supervisors etc.

**5. Functional leader**

Acquires leadership by what he does. Determined by the expertise or skills.

Types of leaders **can also be divided into** the formal and informal:

1. **Informal leaders -** chosen by the group i.e. social group, church, political party etc
2. **Formal leaders** - appointed or chosen

**Leadership approaches**

**1. The quality approach**

**Qualities suggested are:**

1. Good personality.
2. Intelligent.
3. Self-confident.
4. Courage.
5. Initiative.
6. Imaginative.

**2. The situational approach**

This suggests that authority flows from one who knows. A person with appropriate ability for group’s task is likely to make a better leader.

**3. The functional approach.**

The leadership process is a function of the leader, the followers and the situations. Therefore the basic elements of leadership are:

1. the leader- skills, knowledge, personality
2. Tasks or goals of the organization.
3. Group members i.e. subordinate- skills and motivation.
4. The environment or situation.

**Qualities of a leader (By Stodgill)**.

1. Self confidence with a sense of identity.
2. Strong drive for responsibility.
3. Ability to complete a task.
4. Energy.
5. Willingness to accept consequences of decisions and actions.
6. Acceptance of interpersonal stress.
7. Tolerance of frustration and delay.
8. Ability to influence behavior.
9. Ability to structure social interactions to accomplish purpose.
10. Venture someness and originality.
11. Excessive initiative in social situations.

**By Louis Lundberg:**

People will follow the leader who they feel:

1. Knows where they are going and how to get there.
2. Exercises courage and persistence even in the face of danger, opposition or discouragement.
3. Are believable.
4. Do not exploit others for personal advantage.
5. Makes goals seem important, attainable and exciting.
6. Instills confidence in workers.
7. Is articulate.
8. Maintains morale.

**Authority and power**

Leadership in an organization requires authority and power to influence the thoughts and actions of other people.

1. Authority is the legitimate right to give commands, to act in the interest of an organization, it can be delegated.
2. Power is the ability to impose the will of one person or group to bring about certain behaviors in other persons or groups.
3. In organizations power is the capacity to influence another through the control over needed resources.
4. Power can originate from a variety of sources.
5. Responsibility- is an obligation to perform certain functions on behalf of the organization. Commonly called accountability, it can be delegated.

**Power bases.**

Which generally **make an effective leader**.

1. **Legitimate power**

Power given to the manager by the organization because of the manager’s position in the hierarchy e.g. director.

**2. Expert power**

Most professionals rely on this power. It is derived from, special ability, skill or knowledge demonstrated by an individual. It makes the leader to be believed because of superior knowledge and skills.

**3. Reward power**

A leader gives rewards such as money, praise, promotion to subordinates.

**4. Referent power**

It is based on:

1. A certain attractiveness or appeal of one person to another e.g. one who is able to influence others easily to agree with his or her views.
2. Also based on a person’s connection or relationship with another powerful individual.

**5. Coercive power**

Gives the leader ability to discipline or reprimand subordinate or punish for non-compliance with management.

**Comparison between leaders and managers**

|  |  |
| --- | --- |
| **Leaders** | **Managers** |
| 1. May or may not be appointed 2. Inpsire 3. Do right things 4. Originate 5. Develop 6. Have long term vie 7. Ask what and why | 1. Appointed officially 2. Control /Admnister 3. Do things right 4. Initiate 5. **Maintain** 6. **Have short term view** 7. **Ask how and when** |
| **8.** Have power to enforce decisions as  long as followers are willing to be led. | **8.** Have power and authority to enforce  Decisions. |
| **9.** Influence others toward goal setting  either formally or informally. | **9.** Carry out predetermined policies, rules,  and regulations. |
| **10.** Interested in risk taking and  exploring new ideas. | **10.** Maintain an orderly control, rational  and equitable structure. |
| **11.** Relate to people personally in an  empathic manner. | **11.** Relate to people according to their  role |
| **12.** Feel rewarded from personal  Achievement | **12.** Feel rewarded when fulfilling  organizations mission or goal. |
| **13.** May or may not be successful  as managers. | **13.** Are managers as long as the  appointment holds. |

**Leadership styles**

A style is a way in which something is said or done.

It is a particular form of behavior directly associated with an individual.

There are three types:

1. Authoritarian / autocratic
2. Democratic or consultative
3. Laissez-Faire or Free reign
4. **Authoritarian or autocratic**

He is a boss and others are there to follow his instructions. He can have any of the following:

1. **Coercive autocracy.** He orders and threatens.
2. **Benevolent autocracy.** Tell and explains utilizing positive reinforcement if behavior is forthcoming.
3. **Manipulative autocracy.** Cons subordinates into that they are significantly participating as he pulls strings behind the scenes.

* The autocratic leader has no trust in subordinate’s ability. Everything is centralized, there is no delegation.

1. **Democratic or consultative.**
2. Employees feel and believe that their inputs are desired and can influence a decision.
3. The subordinates are encouraged to participate in decision making. But the leader knows he is accountable for whatever is going to be produced.

**3. Laissez faire.**

1. The leader joins as a fellow participant.
2. He delegates work to subordinates and all that he wants at the end are results.
3. He only assists where there are major problems.

**Roles of a leader in an organization**

"**Leadership** is to influence."

Empower people to choose for themselves and you cultivate both ownership and **leadership**.

**Functions of a leader in an organization**

1. Recruitment
2. Assessment
3. To encourage employees to produce the best work in order to improve the performance
4. Performance management.
5. Succession planning.
6. Career planning.

**The end**

Thank you