



higher education
& training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA



SUBJECT: APPLIED MANAGEMENT

LEVEL: N4

MODULE 5: LEADING

MODULE 2

After completing this module, you will be able to :

- Explain the concept of leadership
- Explain faces of leadership
- Describe what is meant by directive leading
- Describe the eight steps in the decision making process
- Explain concepts with regards to communication
- Describe the methods to motivate subordinates
- Name the responsibilities of the supervisor

CONTENT


1. Introduction
2. Description of the concept of leadership
 - . The interaction between leaders, subordinate and the environment
 - . Different leadership styles
3. The different aspect of leadership
4. directing
 - . Leadership, influence, power and authority
5. Decision making and problem solving
 - . Types of management decisions
 - . Steps in decision making process
6. Communication in hospitality services
 - . Definition and importance of communication
 - . The communication process
 - . Management style in interpersonal communication
 - . Barriers to effective communication
 - . Requirements for effective communication
 - . The art of listening
7. Motivation
8. Teamwork and the role of the supervisor

INTRODUCTION

The practice of leadership in south African organisation is one of the critical management functions which determine the success of the organisation. Poor leadership is a major problem in the failure of organisations and governments

LEADERSHIP

- Is a process where subordinates are influenced by a superior in order to set goals and achieve those goals
- Is an interpersonal process which influence people, individuals as well as groups to pursue specific goals



The interaction between leader, subordinates and the environment

LEADER

- Know his or her capabilities and strive towards personal improvement
- Know the capabilities of subordinates and attempt to cater for their needs
- Perform responsibilities in such a way as to set a positive example for subordinates
- Keep the subordinates informed as to changes in the organisation

SUBORDINATES

- The morale enthusiasm and attitude of the employees determine the type of leadership style
- The training, experience and background of subordinates can also influence leadership

ENVIRONMENT

- Refers to internal and external influences where the interaction between the leader and subordinates takes place
- The leader should know the needs of subordinates in order to adapt the leadership style

Different leadership styles

- Situational
- Personal behaviour
- Work or work centred
- Personal
- Democratic
- Autocratic
- Paternalistic
- indigenous

THE DIFFERENT ASPECT OF LEADERSHIP

The logical and collective application of the following facets of leadership is necessary for achieving objectives

- Direction : is the allocation of tasks to subordinates
- Decision making : making of decisions and solving problems
- Communication : enables leaders to direct the subordinates towards achieving a goal
- Motivation : the desire an individual has to perform a specific task in order to satisfy a need
- Personnel development : is the improvement of attitudes, knowledge and skills of the subordinates for better work performance and advancement

DIRECTION

- Putting together of ideas and the broadcasting of these ideas in order to drive effective action
- Issuing of work assignment from the top level to the lower levels of the organisational structure

LEADERSHIP, INFLUENCE, POWER AND AUTHORITY

The important source of authority that a person in the organisation can possess :

Reward authority

- When a manager remunerate subordinates for the successful completing of work e.g a bonus to employees

Coercive authority

- Includes the possibility of threats or punishment e.g written warning

Legal authority

- Is based on a position of a person to issue orders e.g a restaurant manager in charge of waiters

Reference authority

- When others want to identify with the personal behaviour of the leader

Expert authority

Is based on superior knowledge or skills with regard to a specific task e.g manager with knowledge



Decision making and problem solving

TYPES OF MANAGEMENT DECISION

Programmed

- Part of daily tasks of both managers and subordinates
- Can be made quickly, consistently and cheaply because existing policies, procedures or rules can be consulted

Non programmed

- They are made when non structured problems occurs
- Requires a creative management approach

STEPS IN DECISION MAKING PROCESS

- Identify and define the problem
- Collect relevant information
- Determine objectives for decisions
- Develop alternative solutions
- Evaluate the alternative solutions
- choose the best alternative
- Implement the decision
- Evaluate the results

COMMUNICATION IN HOSPITALITY SERVICES

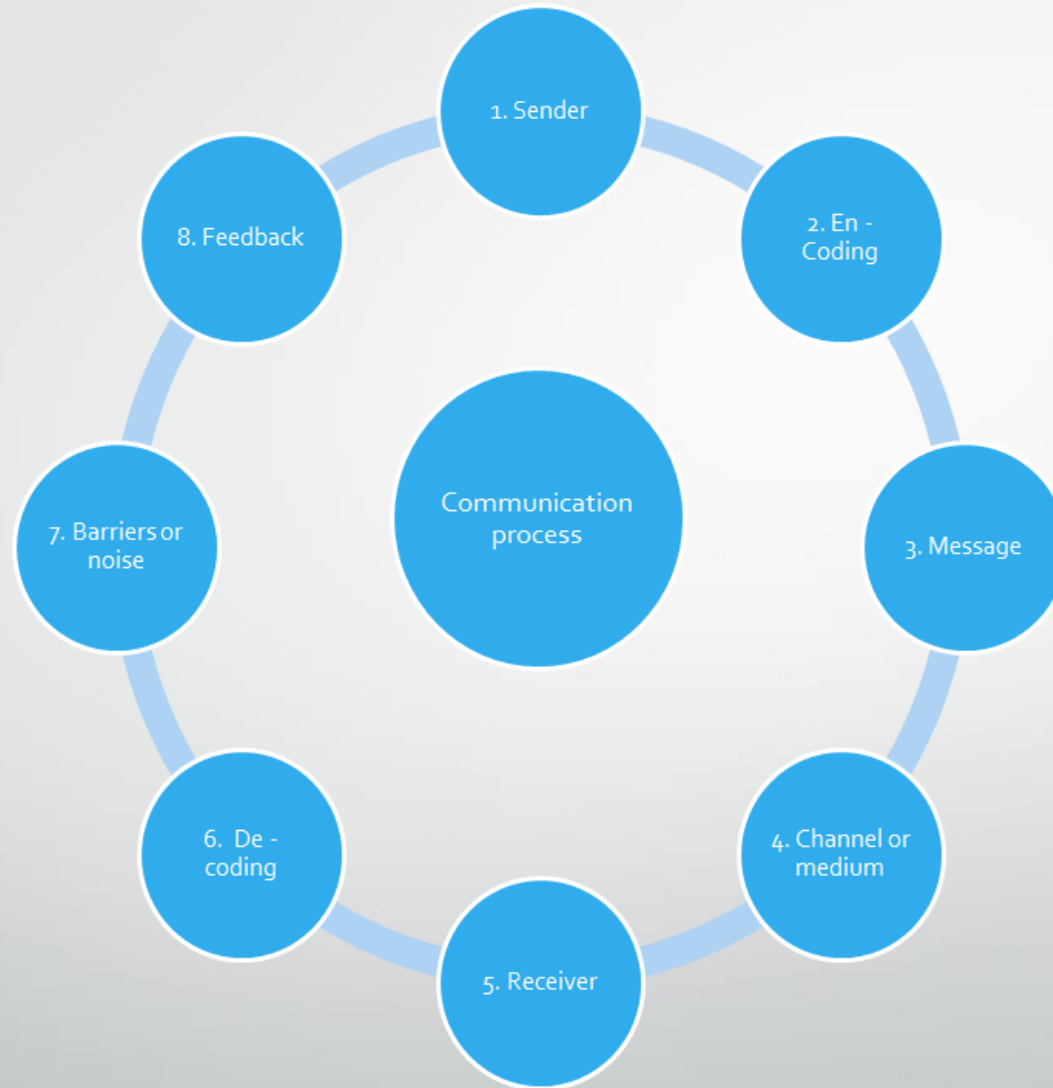
Effective communication is important to management because is essential in performing management functions such as planning, organising, leading, coordination and control

DEFINING AND IMPORTANCE OF COMMUNICATION

Communication : is the transfer of a message verbally or non verbally by the sender to the receiver with regard to the activities between staff in organisation

- Enables managers to perform basic and additional management tasks
- Helps to achieve objectives

Different leadership styles



MANAGEMENT STYLES IN INTERPERSONAL COMMUNICATION

- A-TYPE : manager is autocratic, cold and is not participating
- B-TYPE : manager does not convey feelings and is not open subordinates, also will not share ideas
- C-TYPE : manager rejects all ideas and opinions
- D-TYPE : manager is confident and communicate easily

BARRIERS TO EFFECTIVE COMMUNICATION

- Overloading
- Prior information, prejudice ideas
- Language differences
- Clashing personalities
- Human deficiencies
- Credibility of the source
- Lack of interest and trust
- Status levels
- Conflict and emotions such as fear
- Lack of feedback

REQUIREMENTS TO EFFECTIVE COMMUNICATION

- Formulate message clearly and directly
- Plan the communication thoroughly
- Messages
- Repetition of messages
- Time pressures
- Feedback
- Follow up procedure

DIFFERENCE BETWEEN INTERNAL AND EXTERNAL COMMUNICATION

Internal (employees)	External (outside the organisation)
<ul style="list-style-type: none">• Induction programs are used to inform employees	<ul style="list-style-type: none">• Communication with the market
<ul style="list-style-type: none">• Training manuals can be used	<ul style="list-style-type: none">• Relations with the government
<ul style="list-style-type: none">• Organisation reports	<ul style="list-style-type: none">• Communication with shareholders
<ul style="list-style-type: none">• Notice boards are used• The house journal	<ul style="list-style-type: none">• The personnel management department handles labour relation
<ul style="list-style-type: none">• Meeting and forum discussions	<ul style="list-style-type: none">• Public relation department of the organisation handles communication with the public
<ul style="list-style-type: none">• seminars	

THE ART OF LISTENING

- Listening is one of the most important skills, but probably the skill that is most neglected

GUIDELINES THAT CAN BE IMPLEMENTED TO IMPROVE LISTENING SKILL

- Stop talking
- Find areas of interest
- Be aware of trigger words
- Resist distraction
- Learn to concentrate
- Lack of motivation
- ask questions

ADVANTAGE OF GOOD LISTENING SKILLS

- It broadens your fields of knowledge
- Encourages people to share information with u
- Improves your personal effectiveness
- Improves interpersonal relations
- It facilitate the identification of problems

MOTIVATION

- Is the internal driving power, which provokes, regulates and maintains our most important actions
- Goal directed behaviour

MASLOW'S THEORY IS BASED ON TWO ASSUMPTIONS

- People will always want more and their need depend on what they already have
- People needs are classified in order of importance

MCLELLAND ACHIEVEMENT MOTIVATION THEORY

- Need for achievement
- Need for affiliation
- Need for power

MONEY AS A MOTIVATOR

- Money has the influence on the performance of people
- The reward received by employee include, salaries, medical aid, housing scheme

GUIDELINES FOR MOTIVATION OF EMPLOYEES

- Individual differences and needs must be acknowledged
- Set achievable goal
- Reward must be appropriate to the individual
- All reward must be fair
- Participation is important
- Leading and feedback on task are important

RESPONSIBILITY OF A SUPERVISOR

- Help employees to work together
- Maintain authority in the democratic group
- Treat employees firmly and in a friendly manner
- Organise and tackle problems in a logical manner
- Delegate responsibility to subordinates

SUPERVISOR GUIDELINES FOR GIVING INSTRUCTIONS TO TEAM LEADER

- Set clear objectives and instructions
- Train subordinates
- Give subordinates opportunity to work without interference
- Give regular feedback
- Look after subordinates
- Explain decisions and instructions
- Act consistently
- Honest action