

รหัสวิชา MTM3202 การสร้างเครือข่ายทางธุรกิจ
Business Network Buildings

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The Behavior Model

★ Behavioral Model

↳ Identifies the two basic types of behavior that many leaders engaged in to influence their subordinates

The Behavior Model

★ **Consideration**

↳ behavior indicating that a manager trusts, respects, and cares about subordinates

★ **Initiating structure**

↳ behavior that managers engage in to ensure that work gets done, subordinates perform their jobs acceptably, and the organization is efficient and effective

Contingency Models of Leadership

★ Contingency Models

↳ Whether or not a manager is an effective leader is the result of the interplay between what the manager is like, what he does, and the situation in which leadership takes place



Contingency Models of Leadership

★ **Fiedler's Model**

- ↳ Personal characteristics can influence leader effectiveness
- ↳ Leader style is the manager's characteristic approach to leadership

Contingency Models of Leadership

★ Relationship-oriented style

↳ leaders concerned with developing good relations with their subordinates and to be liked by them.

★ Task-oriented style

↳ leaders whose primary concern is to ensure that subordinates perform at a high level and focus on task accomplishment

Fiedler's Model

★ **Leader–member relations**

↳ The extent to which followers like, trust, and are loyal to their leader; a determinant of how favorable a situation is for leading.

★ **Task structure**

↳ the extent to which workers tasks are clear-cut so that a leader's subordinates know what needs to be accomplished and how to go about doing it

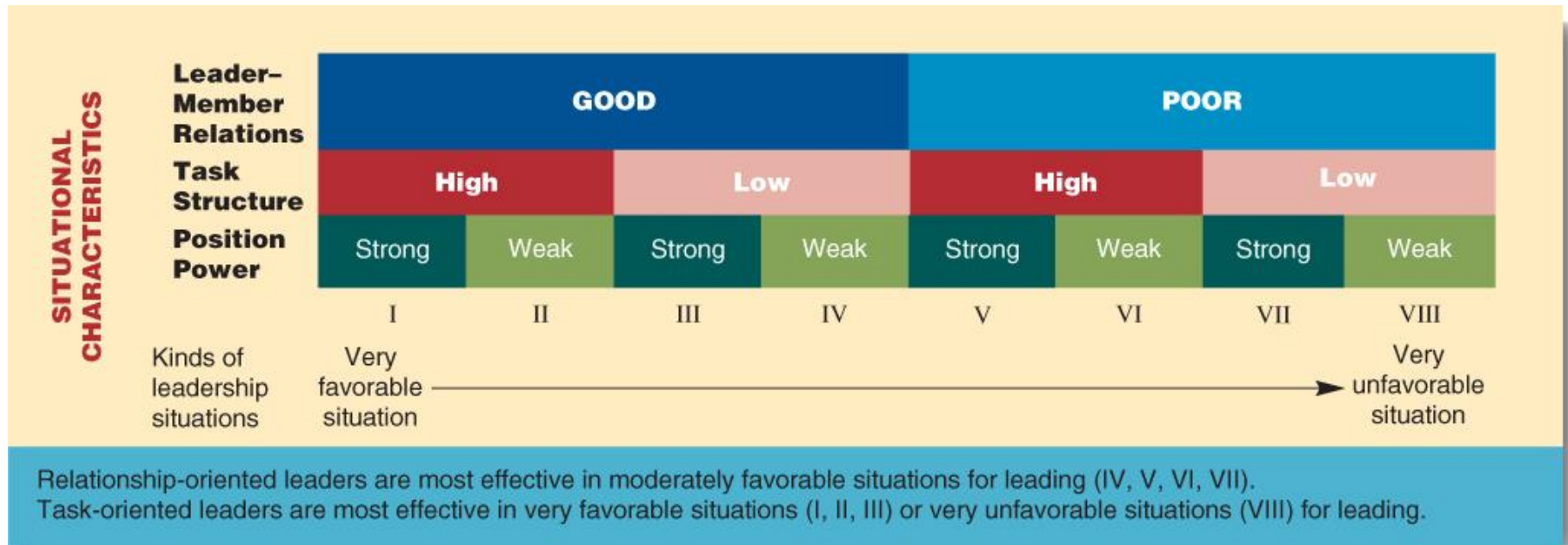
Fiedler's Model

★ Position Power

- ↳ the amount of legitimate, reward, and coercive power leaders have by virtue of their position
- ↳ Leadership situations are more favorable for leading when position power is strong.

Fiedler's Contingency Theory of Leadership

Figure 10.2



House's Path-Goal Theory

A **contingency model of leadership** proposing the effective leaders can motivate subordinates by:

1. Clearly **identifying** the outcomes workers are trying to obtain from their jobs.
2. **Rewarding** workers for high-performance and goal attainment with the outcomes they desire
3. **Clarifying** the paths to the attainment of the goals, remove obstacles to performance, and express confidence in worker's ability.

House's Path-Goal Theory

★ Directive behaviors

↳ setting goals, assigning tasks, showing subordinates how to complete tasks, and taking concrete steps to improve performance

★ Supportive behavior

↳ expressing concern for subordinates and looking out for their best interests

House's Path-Goal Theory

★ Participative behavior

↳ giving subordinates a say in matters that affect them

★ Achievement-oriented behavior

↳ Setting very challenging goals, believing in worker's abilities