



รหัสวิชา MTM3202 การสร้างเครือข่ายทางธุรกิจ
Business Network Buildings

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The Leader Substitutes Model

★ Leadership Substitute

↳ A characteristic of a subordinate or characteristic of a situation or context that acts in place of the influence of a leader and makes leadership unnecessary



The Leader Substitutes Model

- ★ Possible **substitutes** can be found in:
 - ↳ **Characteristics of the subordinates**: their skills, experience, motivation.
 - ↳ **Characteristics of context**: the extent to which work is interesting and fun.

Transformational Leadership

★ Transformational leadership

- ↳ Makes subordinates aware of the importance of their jobs and performance to the organization by providing feedback to the worker
- ↳ Makes subordinates aware of their own needs for personal growth and development
- ↳ Motivates workers to work for the good of the organization, not just themselves

Being a Charismatic Leader

★ Charismatic Leader

↳ An enthusiastic, self-confident transformational leader who is able to clearly communicate his or her vision of how good things could be

Stimulating Subordinates Intellectually

★ Intellectual Stimulation

↳ Behavior a leader engages in to make followers be aware of problems and view these problems in new ways, consistent with the leader's vision

Engaging in Developmental Consideration

★ Developmental Consideration

↳ Behavior a leader engages in to support and encourage followers and help them develop and grow on the job



Transactional Leadership

★ Transactional Leaders

↳ Leaders that motivate subordinates by rewarding them for high performance and reprimanding them for low performance

Gender and Leadership

- ★ The number of women managers is **rising** but is still relatively low in the top levels of management.
- ★ Stereotypes suggest women are supportive and **concerned** with interpersonal relations.
- ★ Men are stereotypically viewed as being directive and focused on **task accomplishment**.

Emotional Intelligence and Leadership

★ **The Moods of Leaders:**

- ↳ Groups whose leaders experienced positive moods had better coordination
- ↳ Groups whose leaders experienced negative moods exerted more effort

Emotional Intelligence and Leadership

★ Emotional Intelligence

- ↳ Helps leaders develop a vision for their firm
- ↳ Helps motivate subordinates to commit to the vision
- ↳ Energizes subordinates to work to achieve the vision

Video: Japan CEO

- ★ Why does the CEO of Japan Airlines take a bus to work?
- ★ What style of leadership does, CEO Naruka Nishimatsu, exhibit to his employees?

