

Abstract:

This paper examines the use of power as it affects the manager's role in the allocation of training resources and opportunities to subordinates. Managers control a range of material and non-material resources. The discretion of dispensation of such resources may be influenced by the extent to which the supervisor's rewards are dependent on subordinates' performance; the perceived future impact of training outcome on supervisor's position and the impact of perceived subordinate attraction on supervisor. In examining these aspects, an attempt is made to achieve four main objectives: to examine the concepts of power and dependence; determine the case for managerial power; establish the extent to which the supervisor-subordinate relationship affects the distribution of training opportunities and to generate propositions for future empirical study.