CHAPTER 15

Leadership

INTRODUCTION

Leadership is one of the most important aspects of studies of human behaviour in organization. It is the leader who creates working environment. The success of an organization depends upon the efficiency of the leader. It is the attributes, positive approach and the ability to solve problems that make a person leader. Leader should be able to turn the hopeless situation in favour. In the environment of tough competition in the market where it is undergoing financial recession, lay offs is the order of the day, market is facing poor demand for product because every body has enough and poor or no growth situation persists. In this situation leader should not loose his balance but turn the situation in his favour. He should be able to evolve techniques and lead the organization to win-win strategy. Leader should be able to motivate employees. All leaders are not managers as they have to work in non-organized sectors while the managers work in the organized sectors. All managers should be leaders so that they are able to work efficiently. Warren and Benin have identified certain criteria between manager and a leader. The same is given below.

Manager characteristics		Leader characteristics
Administers	-	Innovates
Copy	-	An original
Maintains	–	Develops
Focuses on systems and structure	-	Focuses on people
Short-range view	-	Long-range view
Relies on controls	-	Inspires trust
Asks how and when	-	Asks what and why
Eyes on the bottom line	-	Eye on the horizon
Imitates	–	Originates
Accepts the status quo	-	Challenges
Classic	-	Own person
Does a thing right	-	Does right things

Source: Warren and Benin's" Managing the dream. Leadership in 21st century, Journal of Organizational Change Management Vol 2, No. 1 1989.

Definition

Although many definitions of leadership could be cited, the most would depend on the theoretical orientation taken. Besides influence, leadership has been defined in terms of group processes, personality, and compliance particular behaviour, persuasion, power, goal achievement, and interaction, role differentiation, initiation of structure, and combination of two or more of these (Bernard 1990)[1] leader has an ability to lead effectively. He is visionary and accomplishes objective by using discretion (authority). It is generally seen that good leader achieves willing obedience of their subordinates. They follow the leader unquestioned because he fulfills their desires, wants and needs.

Leadership can be defined as influence, that is, the area or process of influencing people so that they will strive willingly and enthusiastically towards achievement of group goals[2].

People should be brought to such a pitch of their devotion to duty that they not only work willingly, but also work with utmost zeal. The leaders are like front line captain, who not only inspires his soldiers by physical presence but also brings down accurate fire from supporting weapons (utilizing skills) and displays high degree of bravery and is not perturbed by danger of enemy fire. Leader instills values of honesty, takes calculated risk and displays concern for employees and customers. They do not stand and wait to see in despair things taking shape.

Ingredients of Leadership

Every group in the organization has a leader. A successful leader has within him the following ingredients.

1. **The ability to use power effectively:** A leader inherits power by virtue of his appointment. Known as the legitimate power apart from the above he achieves willing obedience by using one or more of power bases like expert power, referent power, reward and coercive power. Line authority also facilitates to influence subordinate.

2. **An ability to comprehend:** Human beings have different motivational needs at different times and situations. The ability to comprehend relates to understanding people, their needs, expectations and what a leader has been doing to satisfy them. This is a continuous process that gives a leader the understanding of his subordinates and an ability to explore the situation to his advantage to get the organizational goal achieved.

3. **Ability to inspire:** Inspiration is best judged when subordinates work with zeal in hopeless situation. Leader must identify each individual's capabilities, skill and inspire them. Inspiration emanates from a leader who may have charm, an appeal, devotion to duty, which subordinates further want to enhance them by loyally obeying the leader willfully. Inspirations also come from charismatic personality of the leader. Subordinates promote what leader desires.

4. **Leadership style:** Leadership style is *firstly* the ability of a leader to act in a manner that will develop a climate conducive to the response from the led and *secondly* arouse motivation among the employees, leader must design and maintain an environment for efficient performance. He should identify motivational needs, desires of the subordinates and work out a plan that fulfills motivational

needs and aspirations of the employees. Organizations practices must include appropriate reward system, freedom of action in work environment, recognition, open communication system and very informal and cordial behaviour pattern among various layers of organizational structure. Leaders must be participative, face the same problems as his subordinates, work in the identical environment and not show the signs of tiredness. He must be loyal to his subordinates and follow an appropriate leadership style taking into consideration the organizational climate and the environment he has to work. His approach must be reconciliatory.

Theories of Leadership

Trait Theory of Leadership

Not all managers are effective leaders and not all leaders are effective managers. It is therefore difficult to identify effective managers and leaders. Early studies of leaders defined them by traits they were supposed to exhibit. Sometimes it was also called "attributes" that the leader possesses. The theory therefore was called "trait theory" or attribute theory of leadership. It is also known as "great man's" theory. A leader might be described as loyal, brave, trustworthy or companionate. But all these qualities may not be found in a successful leader. Therefore long list of unending traits may be listed as desirable for a leader. Despite these difficulties, Davis[3] has identified four characteristics that leader tends to have. They are more likely to be present in middle and upper-level managers than in those who hold lower-level supervisory positions. Their characteristics are as under:-

1. **Intelligence:** leaders tend to have higher degree of intelligence than their followers.
2. **Social maturity and breadth:** leaders have a tendency to be emotionally mature and to have a broad range of interests. They are members of some what exclusive social club.
3. **Inner motivation and achievement drives:** leaders want to accomplish things, when they achieve one goal they seek out another. They are inner motivated and do not depend on outside forces for their motivation.
4. **Human relations attitude:** Leaders are able to work effectively with other persons. They understand that to accomplish any task they must be considerate of others.

Many studies of traits have been undertaken. Ralph. M.stogdill[4] found following traits in a effective leader:

Physical Traits

Such as Energy, appearance, height, intelligence, ability and personality traits such as adaptability, aggressiveness, enthusiasm and self-confidence. They also have task related characteristics such as achievement drive, persistence and initiative and social drive like cooperativeness, interpersonal skills and administrative ability.

Not all leaders possess all the traits. Trait theory of leadership gives no guidance as to how much of any trait a leader should have. The theory is not conclusive. Most of the traits identified in successful leaders are actually the pattern of behaviour.

Leadership Skills and Style

Another way of analyzing leadership behaviour in terms of skill possessed by the leader. There are three types of skills, which are required to be used appropriately at different levels of management. These are shown in Figure 15.1 below:
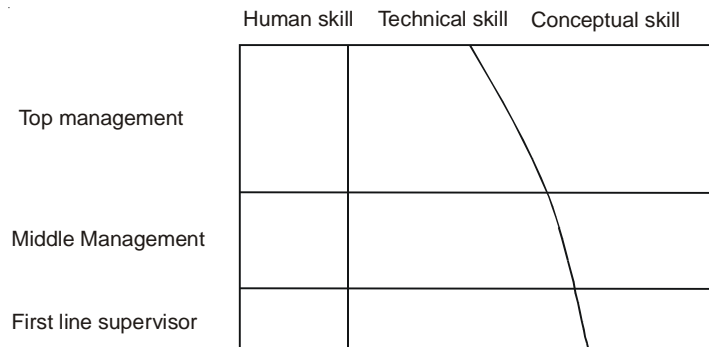

Fig. 15.1. Proportions of Skill Required

Human skills are important for all the levels of management. They are concerned with interpersonal relationship between managers and other persons who come in contact with the leader. The leaders apply internal motivation to the employees so that their willing obedience and cooperation is obtained. *Technical skill* involves the ability of employees to know the technical aspect and operation and maintenance of machine, tools and allied fixture they work with. Lower level managers who are in close contact with workers have to know it in greater details as compared to higher managerial cadre. The former spends considerable time on utilization of technical skills. *Conceptual skill* involves the ability to view the organization in strategic term. It is most important for top level management where long term planning and futuristic thinking is required. As managers move to higher position in the organization they must develop and utilize the conceptual skill increasingly. But at times managers are found wanting of this skill. Training, development and exposure to various situations would make the managers to cope up with higher responsibility, based on skill, maturity and understanding.

Leadership styles and behaviour. In this chapter fallowing leadership theories are discussed.

1. Leadership based on authority
2. Likert's four system of management
3. Managerial grid
4. Leadership styles based on power and influence
5. Contingency or situational leadership
6. Path-goal theory of leadership
7. Charismatic Leadership
8. Transformational leadership.

LEADERSHIP STYLES BASED ON AUTHORITY

Autocratic leadership: This type of leadership is practiced by the managers concentrat-

ing on power and authority within themselves. Leader expects high degree of compliance by subordinates. he is dogmatic and positive in his approach. Manager exhibiting this type of style has the ability and enforces decision by use of rewards and fear of punishment. Communication tends to be primarily in one direction from manager to follower. Some autocratic leaders are seen as "benevolent autocrat." Though they listen considerably to their followers' opinion before making any decision, the decision remains to be their own. They seemingly consider their subordinate's ideas but when it comes to decision making they are more autocratic than benevolent. An advantage of autocratic leadership is the speed of decision-making, as the leader does not have to obtain group members approval. However there appears to be a low morale syndrome on the group members because their
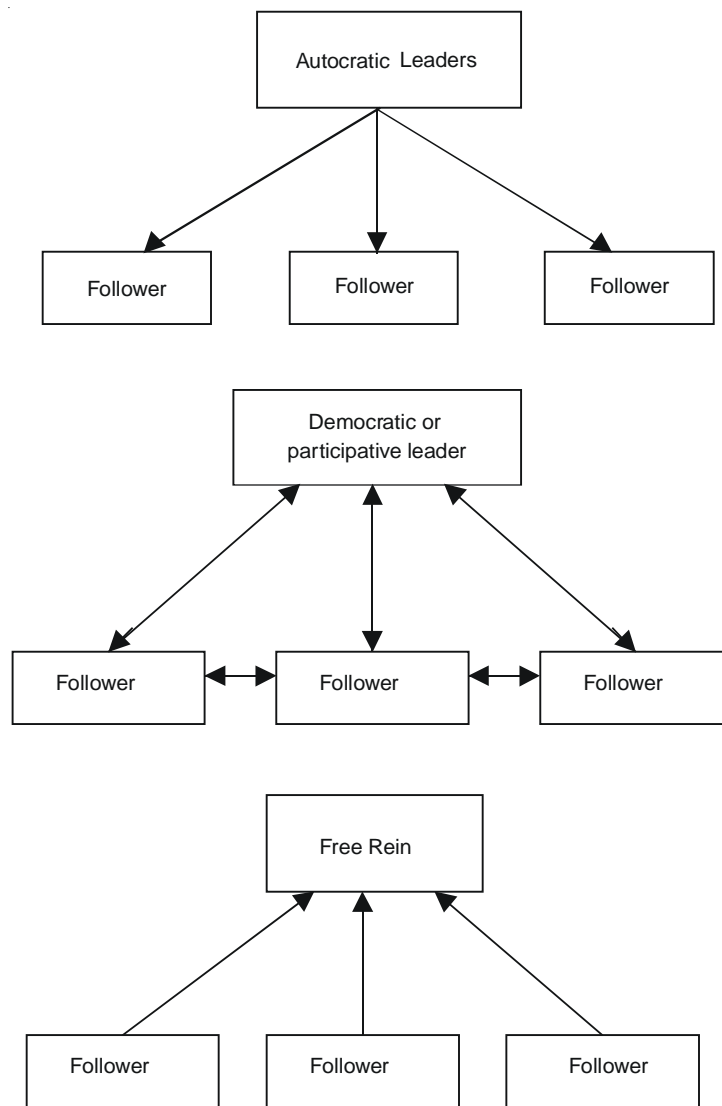

Fig. 15.2. Flow of Communication and Influence.

views are not given due consideration and may resent the decision and support the same as little as possible. The pattern of communication with subordinates and influence exercised over them in various leadership styles is given in Figure 15.2.

Democratic or Participative Leadership

In contrast to autocratic leadership, democratic or participative leader consults subordinates, encourages participation in decision-making. In the process of interaction with subordinates, democratic leader suggest actions or decisions and obtains views of those under him. He has respect for subordinates views and does not act without their concurrence. The leader is supportive. This style of leadership has various advantages, which include high morale and support of subordinates, smooth implementation due to subordinates being party to decision making. Because of the participation of subordinates, the quality of decisions is better as compared to the autocratic leader. Disadvantages include slower decision, lack of accountability for decisions per se and possible compromise in the process of trying to please majority of the people involved in decision-making.

Laissez-faire Leadership

A leader who practices laissez-faire leadership is also called "free rein" leader who uses his power very little giving subordinates full freedom of action and independence for setting their goals and means of achieving them. This type of leaders depends heavily on subordinates and see their role as one of aiding the operation of followers by furnishing required information when asked for and acts only as contact between various departments and outside agencies (external environment). Here the leader attempts to exercise very little control or influence over the group members. Such type of leadership style promotes individual growth and freedom of action for goal setting. However, the loose control by the leader over the group may lead to lack of group cohesiveness and unity of purposes toward organizational objective. This may ultimately lead to inefficiency and even worse to chaos.

Which leadership style is best? Mc Murry[5] argued for what he called "Benevolent autocracy" by managers towards their employees. This compassionate but dictatorial approach was based on the fallowing premises:

Benevolent Autocracy

1. Most top managers have hard driving, autocratic personalities. Therefore they find participative management difficult to accept.
2. Significant decisions affecting firm must be made by top management because of the potential damage that could result from a poor decision.
3. Many members of large bureaucracies are in reality security seekers who do not wish to share in the decision-making process.
4. Participation may be interpreted by employees as their right to veto managerial decisions and to generally become lax in their work behaviour.

The use of any style will depend on the situation. Managers may be highly autocratic in emergency or when they are custodian of a particular solution. The same leader may be participative when he wishes to find alternative solutions to the problem. Model discussions are carried out in the Defense Services to arrive at a solution to operational problems by involving as many subordinates as possible. In Research and Development organization

the leadership style may even be of free-rein where problem has been defined and subordinates are left to themselves to arrive at a solution and minimum involvement of a manager is expected. Deference between autocratic, democratic and laissez-faire leadership styles is given below in a diagramatic form below:

Autocratic	*Democratic*	*Laissez-faire*
1. Determination of policy by the leader.	Policies are decided by the group assisted by the leader.	Complete freedom. Decision by individual/group.
2. Techniques and activity dictated by manager. One at a time, future course not known.	Techniques, processes decided during group discussion. Technical advice sought from managers. Courses two or more suggested by managers. The group makes a choice.	Material supplied by leader. No part in discussion decision of techniques processes by individuals.
3. Dictates tasks and forms group by selecting individuals by himself	Members can work with whomsoever they want to.	No part is played by leader in determining task and who is to accomplish that.
4. Leader is "personal" in praise and criticism. Keeps away.	Leader is objective and tries to be group member.	No praise no comments. Act as defunked leader. He fills the vacancy no personal contribution.

Likert's four Systems of Management

Prof Rensis Likert carried out studies relating to patterns and styles of leadership in the university of Michigan for almost 30 years. He has developed a model called likerts four system relating to leadership styles. His ideas and approaches are important for understanding of human behaviour in the organizations. Likerts four systems of management are as under

System-1 Exploitive-authoritative

Managers practising exploitive–authoritative system of management are highly autocratic, have no trust in subordinates and put a finger everywhere. They believe in motivating people through fear and punishment and occasionally reward them. They engage in down ward communication and limit decision-making at top level of management only.

System-2 Benevolent-authoritative

Managers practicing benevolent-authoritative type of leadership displays full trust and confidence in their subordinates. They motivate the employees by giving occasional rewards but maintain fear amongst subordinates and awards punishments wherever it is required.They believe in minimum upward communication and invites some ideas relating to issue in hand. Managers permit certain decision-making and delegates authority to a limited measure. They exercise close control policy in leading their subordinates.

System-3 Consultative

Managers practicing consultative type of management have substantial but not full

confidence and trust in their subordinates. Usually they make use of ideas and opinion of subordinates. They believe in upward and downward communication when dealing with subordinates. To motivate, the managers issue rewards but occasional punishment is also awarded. They lay down broad policy and keeps decision making on important policy matters to top level. However, specific decision-making is left to subordinates which may relate to day to day functions within the policy parameter laid down.

System-4 Participative-group

Likert's fourth management system is called participative-group leadership. In this system managers have complete confidence and full trust in subordinates on all matters of organization. They always get ideas from subordinates and use them constructively. They give economic rewards for participation and involvement in goal setting. Manager practicing participative-group system of management encourages decision making by subordinates and merge themselves in the group and carryout task without any differentiation. They believe and encourage communication with subordinates, superiors and with the peer group. As name suggests, managers participate in-group activities throughout the organization.

In series of studies on morale and productivity among workers, Likert concluded that the most effective supervisors are employees centered. "Supervisors with the best record of performance focus their primary attention on the human aspect of their subordinates' problems and on endeavouring to build effective work-groups with high performance goals. (Likert 1961)[6]. Likert's findings suggest that a democratic orientation towards leadership with support and encouragement offered by the leader tend to improve the chances for long term high productivity. The task of the leader is seen as building a highly cohesive and mutually supportive work group. Likert is aware that job centered, autocratic and supervision can produce short-run gains in productivity. But long run effects of this approach would harm the organization by 'liquidating its human assets'. By decreasing morale and encouraging absenteeism and turnover, which is typical of autocratic way of management that would damage the organization. Likert carried this idea forward by recommending that human resource valuation be included as a part of organizations accounting statements[7].

MANAGERIAL GRID

"Managerial Grid" style of leadership was developed by Robert Blake and Jane mouton (1969). The managerial grid model explains concern of a manager for production and people. Blake and mouton's model helps to measure a managers relative concern for people and task and reflects bi-directional nature of leadership. The managerial grid shown at figure-15.3 identifies a range of management behaviour based on the various ways that the task oriented and employee oriented styles, which have been explained as a continuum on a scale of 1 to 9 as Figure 15.3 on the next page.

Blake and mouton have very clearly emphasized the concern for people and production. Concern for people includes such elements as degree of personal commitment towards goal achievement, maintenance of self-esteem of people, assigning task based on trust, provision of good working conditions and maintenance of good inter-personal relationship. When a manager has concern for people, he is more worried about fulfillment of

various need factors that are included in hygiene factors of McGregor in his motivational style. As far as the leadership style that displays concern for production includes elements like output of the workers, work efficiency, quality of policy decisions, various processes and procedures that are followed during the production line. It also includes creativity, research and development undertaken, quality of product produced and last but not the least services provided by the staff. Let us now study four styles of leadership.
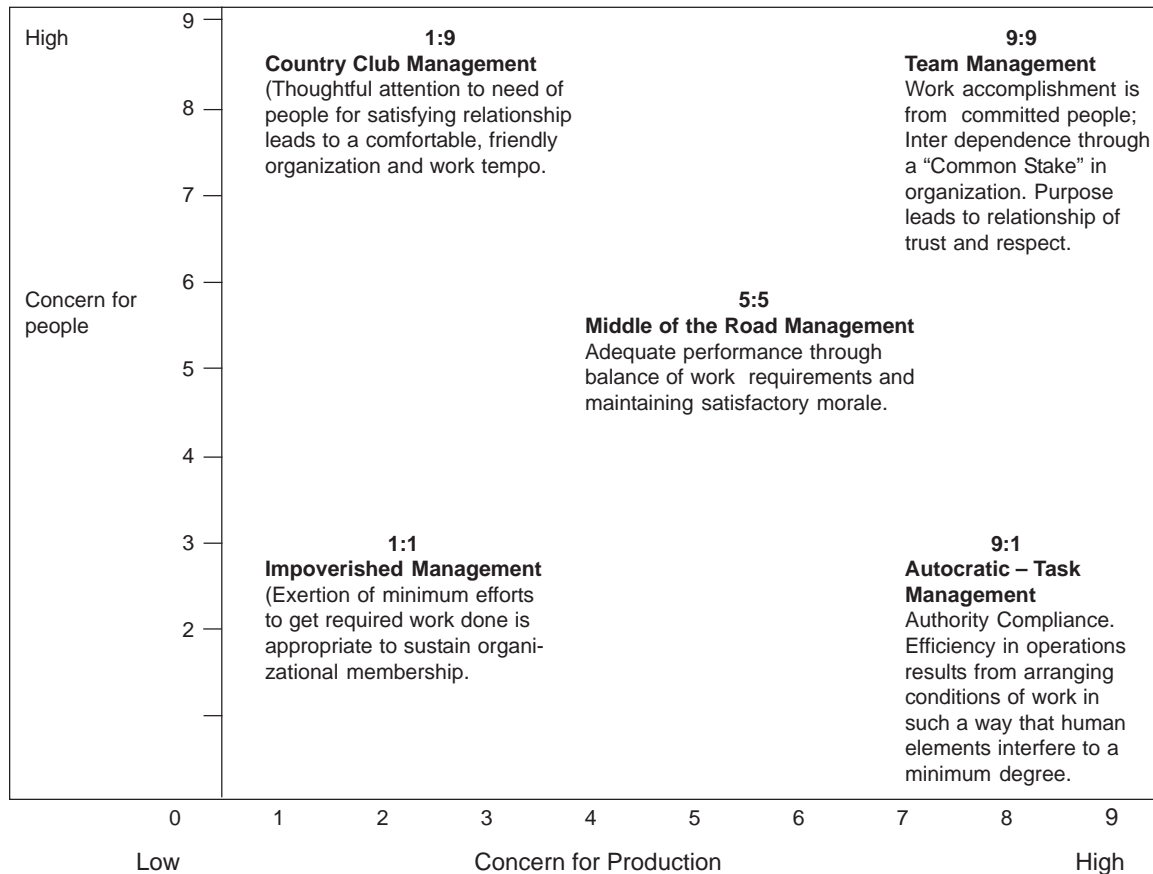

Fig. 15.3. Managerial Grid

Impoverished Management 1:1

Under this style (as shown in the figure-left bottom corner,) is referred to as impoverished management or Laissze-faire type of management. Managers do not involve themselves with the work or people, they only mark time and have abandoned their job. They act as messenger to pass information from superiors to subordinates. They neither display any concern for people nor for the production. They display minimum involvement in the job they are assigned to. This amounts to exertion of minimum efforts on the part of leader to get required work done is appropriate to sustain organizational membership.

Team Management 9:9

At the extreme opposite is team management style of leadership where managers mesh

interest of people and production needs in the balanced manner. Their involvement is total. They are real team leaders who have full knowledge, skill and aptitude for job and also concern for the welfare of workers. Blake and Mouton argue strongly that style 9:9 is the most effective management style. They believe, this leadership approach will, in all situations, result in improved performance, low absenteeism, and turnover and high job satisfaction.

Country Club Management 1:9

Leaders who follow this style of leadership display very high concern for people and very little interest for production. They create a very relaxed and friendly environment. There are no organizational goals and exist very loose style of functioning. The working evironment is workers welfare oriented.

Autocratic-task Oriented 9:1

This leadership style concentrates on setting of organizational goals, development of effective operations systems, utilization of organizational resources, achievement of objectives and stress on quality of work and production. The leader functions in an autocratic way with no or very little concern for people.

Middle of the Road Management 5:5

Managers have both concern for people and production. They set moderate production goals and achieve them. They have equal concern for people and work. They achieve reasonably satisfactory results in maintain high morale of workers and meet production requirements

The managerial grid is widely used model for training and development of managers. The model cannot determine a particular style of a leader because leadership is influenced by personality traits, skills, attitude of the leader and the followers. Apart from the above situational factors in work environment and the organizational culture affects the leadership style to a great extent.

CONTINGENCY APPROACH TO LEADERSHIP

As studied earlier, Trait Theory is not conclusive and behavioural approach to leadership depends largely to the nature and content of the work and prevailing organizational culture. Researchers therefore began trying to identify those factors in each situation that influence the effectiveness of a particular leadership style. Contingency approach to leadership is therefore important. The theory focuses on the following factors.

(*a*) Task requirements
(*b*) Peer's expectations and behaviour
(*c*) Employees characteristics, expectations and behaviour
(*d*) Organizational culture and policies

HERSEY AND BLANCHARD'S SITUATIONAL LEADERSHIP MODEL

One of the major contingency approach to leadership is Paul Hersey and Kenneth H. Blanchard's ***Situational Leadership model***. The model emphasis on the following points:

1. The most effective leadership style varies with **"readiness"** of employees. ***The readiness is defined as the desire for achievement, willingness to accept responsibility, and task related skill, ability and experience.***
2. Goals and knowledge of followers.

To understand the model, it is necessary to understand task and relationship behaviour.

Task Behaviour

Task behaviour is defined as "the extent to which the leader engages in spelling out the duties and responsibilities of an individual and group. These behaviours telling people what to do, how to do it, when to do it, where to do it, and who is to do it." (Paul Hersey and Kenneth H. Blanchard and Dewey E. Johnson)[8]. Task behaviour is characterized by one-way communication from leader to follower. The leader is not concerned with the feeling of follower but he is concerned as to how to help the follower to achieve the set goal.

Relationship Behaviour

Relationship behaviour is defined as "the extent to which the leader engages in two way or multi way communication, The behaviours include listening, facilitating and supportive behaviour." (Refer Paul Hersey and Kenneth H. Blanchard and Dewey E. Johnson)[9].

Hersey and Blanchard believe that the relationship between a manager and follower moves through four different stages. See Figure 15.4 below:
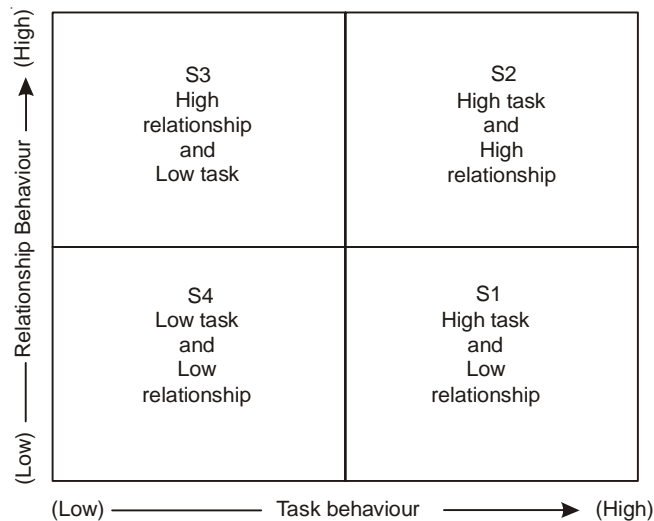

Fig. 15.4. Relationship between a Manager and Follower

(Adapted from Paul Hersey and Kenneth H. Blanchard, Management of Organizational Behaviour—Utilising Human Resources, 5th Edition.)

Style-S1   This relationship style is characterized by above average amounts of task behaviour and below average amount of relationship behaviour.

Style-S2   This relationship style is characterized by above average amount of both task and relationship behaviour.

Style-S3   This style is characterized by above average amount of relationship behaviour and below average amount of task behaviour.

Style-S4   This style is characterized by below average amount of both relationship and task behaviour.

In the initial stage of readiness (S1 situation) a leader is required to guide the follower about the task. In this situation leader shows least concern for their welfare, and personal relationship. As the situation improves (S2 situation) the leader's trust in his employees increases as the leader becomes part of the group and wishes to encourage them to accomplish the task. In this situation the employees have to work within the framework of the task structure hence the leader has to maintain an highest degree of commitment to task relationship. In S3 situation the employees develop high degree of work ability and achievement orientation (motivation) begin to surface as they seek greater responsibility hence very close relationship is required to be maintained. In S4 situation follower no longer need direction as they become more confident and experienced.

Motivation, ability and experience of the subordinates must be continuously assessed to determine which style is appropriate at a particular moment. This model of leadership is considered ideal as it is dynamic and flexible. The model assists in maintaining close relationship of leader and the led, facilitates professional development of subordinates and in doing so improves motivational level of followers. A leader must however remain alert and change to suitable leadership style in different situations and at different levels of progression.

BEHAVIROURAL APPROACH TO LEADERSHIP
(Leadership Styles-Robert Tannenbaum and Warren H Schmidt-a model)

Every leader has to undertake two major functions in any organization ie *one* task related functions and *two* functions that will promote group effectiveness (maintenance). Managers who have task-oriented style of leadership will closely supervise employees as far as the progress of the work is concerned. Getting the job done is given more emphasis than employee growth. On the contrary managers who have employee oriented style of leadership will put more emphasis on employee motivation rather than controlling subordinates. Managers seek friendly, cooperative, trusting relationship with employees. It may be noted that no manager is either task oriented or employee oriented. Every manager uses little of each style.

Robert Tannenbaum and Warren H.Schmidt were among the first theorist to describe various factors that influence leadership style. They have developed a leadership continuum on which various styles of leadership have been shown ranging from highly boss centered to highly subordinate centered. The same has been shown in figure 15.5 below. The most important element that may influence managers' style can be seen along the continuum. These are explained in following paragraph.

1. **Leader:** The forces that operate while leading subordinates are the managers personality, skill, ability and attitude towards the work, employees and the organization he is serving. Confidence in subordinates and his personal inclination towards leadership style which play a dominating role in selecting a particular style of leadership.

2. **Subordinate:** According to Tannenbaum and Schmitt, a manager can allow greater participation and freedom when employees crave independence and freedom of action, want to have decision – making responsibility, identify with the organization's goals and are experienced enough to deal with a problem efficiently. They should possess experience that lead to *" participative management."* When these conditions are non existent, the managers initially can have tight control and use authoritarian type of leadership. They can later modify the style as employees develop skill, confidence and organizational commitment.

3. **Situation:** The forces of situation play a decisive role in selecting leadership style. They include organizational value system, tradition, delegation of authority, group cohesiveness and time management. The level of organizational effectiveness is an important factor to be considered.
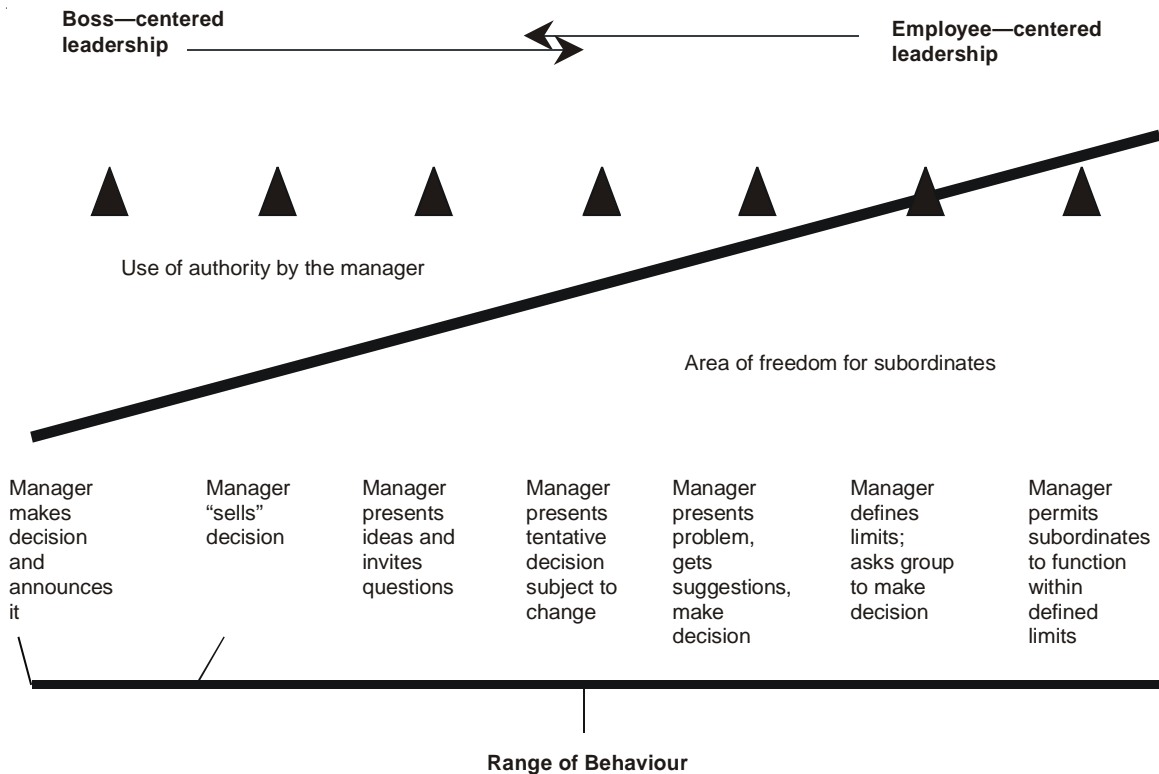

Range of Behaviour

Fig. 15.5. The Tannenbaum and Schmidt continuum of leadership behaviour.

Weihrich and Koonz have stated that in reviewing their continuum model in 1973 (it was originally formulated in 1958).Tannenbaum and Schmidt placed circles around the model, as shown in the figure indicated above to represent the influence on style imposed by both the orgasnisational environment and the social environment. This was done to emphasise the open system nature of leadership styles and the various impacts of the organizational environment and of the social environment outside the enterprise. In their 1973 commentary, they put increased stress on the interdependency of leadership style and environmental forces such as labour unions, greater pressure for social responsibility,

the civil rights movement, and the ecology and consumer movement that challenge the rights of managers to make decisions or handle their subordinates without considering interests outside the organization (Heinz Weihrich and Herold Koonz[10]).

FIEDLER'S CONTINGENCY APPROACH TO LEADERSHIP

Fiddler carried out intensive work on leadership. He believes that most of the leaders are inflexible and tries to fit in every situation they face. If they succeed they are considered good leaders. Fidler feels that matching the managerial style with the situation or changing the situation to match the manager's leadership style can achieve effective group performance. The research is based on the leadership styles similar to the employee oriented leader or the task oriented leader studied earlier. What differentiate Fidler's model is the measuring instrument he used in his research work. Fidler measured leadership style on the scale that indicated the degree to which a person described favourably or unfavorably. He coined the concept of **_Least preferred co-worker_** (LPC) –The employee with whom the person could work least well. As per Fidler's findings *one,* a person who describes his least preferred co-worker in a relatively favorable manner (high LPC rating) tend to be permissive, human relations oriented and considerate of the feelings of his men. But a person who describes his least preferred co-worker (LPC) in an unfavorable manner- (low LPC rating) tends to be managing, task oriented and less concerned with the human relations aspect of the job. *Two,* the scores on the Assumed Similarity between Opposites (ASO) Scale-ratings based on then degree to which leader see group members as being themselves. (Fred. E. Fiedler)[*11]. High LPC managers are employee oriented and want to
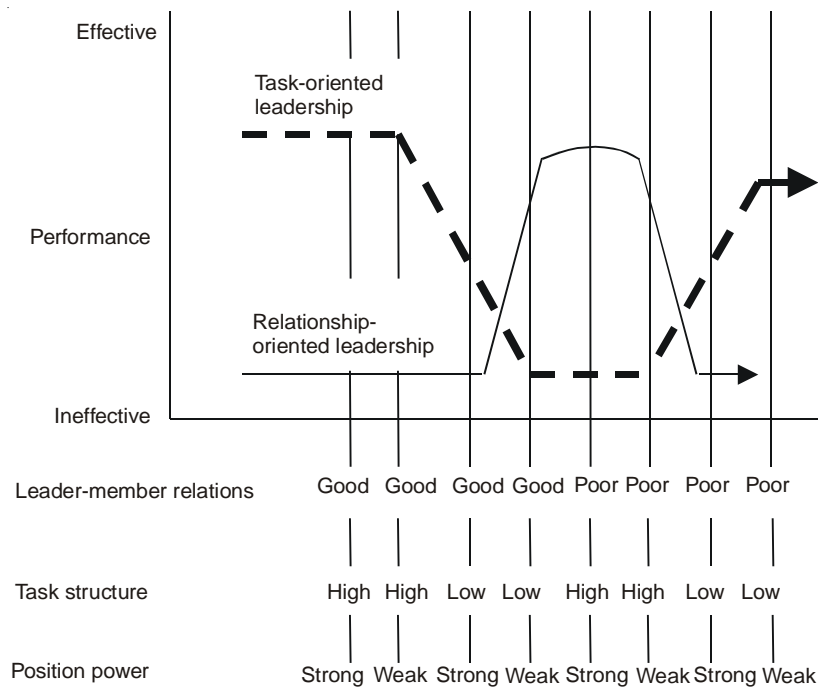

Fig. 15.6. Fiedler's model of leadership

maintain a good interpersonal relationship with their co-workers. They regard their close ties with employees important for their efficiency. While managers having low LPC are task oriented. They display lower priority for employees than the level of productivity. Fiedler identified three variables to determine the ideal leadership style as given in Figure 15.6.

(*a*) **Leader-Member Relationship:** If a manager is able to establish good relations with his workers based on personality, skill and knowledge he may be successful leader and does not have to depend on power and authority. Leader-member relations were measured on LPC scale, either they were good or bad depending upon the degree of cohesion, co-operation and the level of conflict prevailing between the leader and led.

(*b*) **Task Structure:** High task structure is related to a task where all actions re-quired to be taken are explained in sequential manner and employees understand and anticipate what is coming next. On the contrary when a task is unstructured, the employees do not know as to how to handle the work and group-member's role become ambiguous.

(*c*) **Position Power:** In this situation power derieved by the leader from his formal position and other power bases are not considered. Fiedler feels that a leader having a strong power position can obtain (wield) followership more easily than a leader not having a formal power base. The position of power is determined by the amount of control which the leader has over allocation of resources, determination of salaries, rewards, punishments and hiring of people.

LPC Score

Scoring

Pleasant	8	7	6	5	4	3	2	1	Unpleasant
Friendly	8	7	6	5	4	3	2	1	Unfriendly
Rejecting	1	2	3	4	5	6	7	8	Accepting
Tense	1	2	3	4	5	6	7	8	Relaxed
Distant	1	2	3	4	5	6	7	8	Close
Cold	1	2	3	4	5	6	7	8	Warm
Supportive	8	7	6	5	4	3	2	1	Hostile
Boring	1	2	3	4	5	6	7	8	Interesting
Quarrelsome	1	2	3	4	5	6	7	8	Harmonious
Gloomy	1	2	3	4	5	6	7	8	Cheerful
Open	8	7	6	5	4	3	2	1	Guarded
Backbiting	1	2	3	4	5	6	7	8	Loyal
Untrustworthy	1	2	3	4	5	6	7	8	Trust worthy
Considerate	8	7	6	5	4	3	2	1	Inconsiderate
Nasty	1	2	3	4	5	6	7	8	
Agreeable	8	7	6	5	4	3	2	1	Disagreeable
Insincere	1	2	3	4	5	6	7	8	Sincere
Kind	8	7	6	5	4	3	2	1	Unkind
									Total

Fig. 15.7. LPC Score

Fiedler then went on to specify eight possible combinations on the above three variables. Leader-member relations may be good or poor, task may be structured or unstructured and lastly the position power may be strong or weak. He then measured the performance of a leader under *favourable, moderate and unfavorable situations.*

Least Preferred Co-worker (LPC) Scale

Describe the person on the scale that follows by placing an "X" in the appropriate space. Look at the words at both ends of the line before you mark "X". There are no right or wrong answers. Work rapidly; your first answer is likely to be the best. Do not omit any item and mark each item only once. Now describe the person with whom you can work least well. Enter the score in the column provided. LPC Score method is explained in Figure 15.7.

Determine your LPC score and its implied leadership style by adding the numbers recorded in the right-hand column. Mark this total in the space provided.

If your score is 64 or higher, Fiedler considers you to be a high LPC person. The high LPC person essentially says of his or her least preferred co-worker, "Even if I can't work with you, you may still be an okay person". Because of this sensitivity for relationships with others, the high LPC person is considered to be "relationship-motivated" as a leader.

If your score is 57 or lower, you are a low LPC leader. A low LPC person describes the least preferred co-worker in very negative terms. Essentially he or she says, "Work is extremely important to me, therefore, if you are a poor co-worker and prevent me in my efforts to get things done, then I can't accept you in other respects either." This low LPC individual is termed "task motivated" as a leader.

A score of 58 to 63 indicates a possible mix of motivation and goals. If you fall in this range, Fiedler argues that you need to decide for yourself where you fit between task and relationship motivations.

Fiedler, in his research concluded that The task oriented leadership style would be ideal for favourable and unfavourable situations. In favorable situations when Leader-Member relations are good, the task is structured and position power is strong , the task oriented leader will be effective. On the other hand, under unfavorable situation, when leader-member relations are poor, task is unstructured and position power is weak, task oriented style of leadership will be good. However when the situation is *moderate* (moderately favourable or unfavourable) the human relations–oriented leader will be most effective.

Analysis of the model: There is however, some criticism. One of the major criticisms is that the model is simplest. Early research relied heavily on correlation findings, cause and effect conclusions. Indeed, as we have mentioned earlier, it may well be that the LPC scale is a better measure of the personality of the individual than it is a description of leadership behaviour through motivation. There is another aspect to the correlations. There are some people who would utterly reject them on the basis that they do not always reach conventional levels of statistical significance. Perhaps the most damaging criticism, however, is the LPC scale itself. (Tyson Shaun and Jackson Tony)[12].

PATH-GOAL THEORY OF LEADERSHIP

Path-Goal theory of leadership was proposed by Martin Evans and Robert House in 1970-

71. The theory is an amalgamation of Contingency approach of leadership and Expectancy theory of motivation. The theory is based on situation factors that includes ***firstly,*** subordinate attributes like ability and the locus (internal and external locus of control). ***Secondly,*** the work setting attributes like task, formal authority system prevailing in the organization, cohesiveness of the work group and the like. Robert House states that leader has to set the goals for subordinates based on their ability, identify various courses of action to achieve the organizational goals and select the best course open, taking into consideration the situational factors. Both the theorist further stated that reward system and relationship with co-workers are very important factors. These factors are shown in Figure 15.8 below:
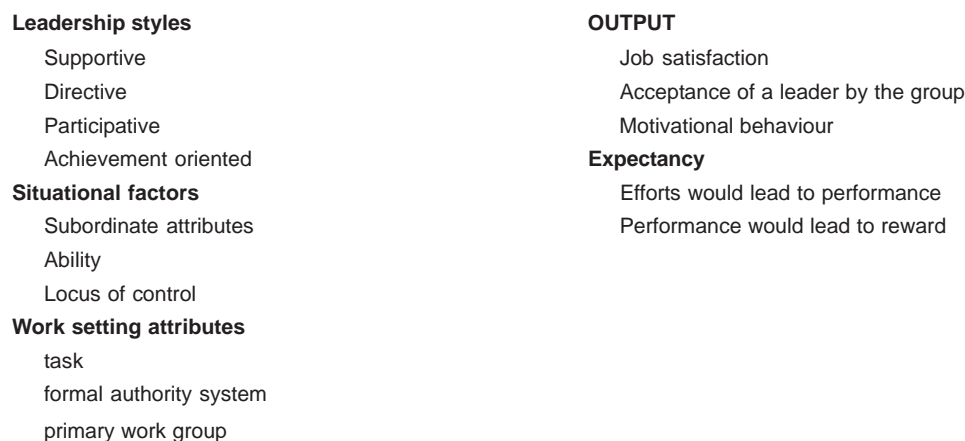
Leadership styles	**OUTPUT**
Supportive	Job satisfaction
Directive	Acceptance of a leader by the group
Participative	Motivational behaviour
Achievement oriented	**Expectancy**
Situational factors	Efforts would lead to performance
Subordinate attributes	Performance would lead to reward
Ability	
Locus of control	
Work setting attributes	
task	
formal authority system	
primary work group	

Fig. 15.8. Path Goal Theory of Leadership

Based on the above attributes leadership can be of following four types:

1. Directive Leadership

Directive leadership is the style of leadership in which the leader provides guidance and methodology to accomplish the task. This is required when the task is not structured. The leader sets the goals for group/teams/individuals, depending upon the nature of the work, allocates them, exercises strict control, gives the detailed directions to accomplish the same and also provides continuous support to his subordinates. He ensures that all the resources are made available to them and keeps a very close watch over the progress of the work.

2. Supportive Leadership

This type of leadership gives consideration to the needs of subordinates, shows concern for their well-being and creates a conducive work environment. It has a great impact on the performance of the subordinates. In this style, leader attempts to get the feed back on the decisions he has made. He invites suggestions from subordinates but the control over decision making remains with the leader.

3. Participative Leadership

The leader solicits subordinates' suggestions. He allows and encourages subordinates in decision-making. This approach improves motivational level of subordinates as they feel

that they are the part the decision-making and therefore committed to the implementation of the task.

4. Achievement-oriented Leadership

Setting challenging goals, seeking improved performance, seeking trust of continued efficiency of the subordinates are the main factors of this style of leadership. The style is highly effective for those who have clear cut and non repetitive assignments and have an urge to satisfy higher level of motivational needs.

The theory propagates that any of the four leadership styles can be practiced by a leader depending upon situational factors such as subordinates characteristics and the attributes of work setting. If there is an ideal fit between the leadership style and situational factors in work-setting then subordinates will have high job satisfaction. They will be highly motivated that will transform their energies into high productivity leading to high rewards. The logic behind the model is that the leader can help subordinates to achieve their goals by advising them from time to time and removing hurdles from the path so that the goals are achieved by the subordinates. High performance is attempted by the employees because they are convinced that it would lead to high rewards (expectancy theory of motivation). Leader can apply various patterns of theories based on the situations. If employees seek higher level of job satisfaction they can be given challenging work by the leader so that their self-actualization need is fulfilled. If the employees have good skills and desire to contribute to the achievement of organizational goal then the participative type of leadership style can be practiced.

CHARISMATIC LEADERSHIP

A new theory of leadership is taking a large dimension in the organization. It has been seen that charismatic leader aims to get willing followers to attain organizational goals. Charismatic leader have following characteristics that make them stand out as successful leaders

- (*a*) **Vision:** Charismatic leader has vision. He sees an organization from futuristic point of view and has a great foresight to preempt problems and seek solution and therefore he is ahead of his competitors and sails in safe waters.
- (*b*) **Risk takers:** Charismatic leaders take great amount of risk to accomplish the vision. Indira Gandhi the erstwhile prime minister of India took a risk by launching its defense forces into East Pakistan to liberate it. She also displayed a high degree of risk while nationalizing banks and taking away privy purse privilege from Indian kings.
- (*c*) **Sensitivity to environment constraints and follower need:** Charismatic leaders display a high degree of knowledge and its applicability to practical problems likely to face, may be shortage of raw material, competitors strategy, trend in market and likely pattern that may emerge. They believe the subordinates contribution and hence the importance to their needs.
- (*d*) **Distinct Behavioral pattern:** Charismatic leaders are sympathetic towards subordinates and hence a soft corner for them. They are supportive and employee oriented. They behave differently in different situation and do not have a brand.

Charismatic leader influences subordinates by articulating an appealing vision. This vision provides a sense of continuity for followers by linking the present with better future for organization. The leader then communicates high performance expectations and expresses confidence that followers can attain them. This enhances follower self-esteem and self-confidence. Next leader conveys through words and actions, a new set of values and by his or her behaviour, sets a example for followers to imitate. Finally the charismatic leaders makes self sacrifices and engages in unconventional behaviour to demonstrate courage and convictions about the vision (B Shamir, R J House and M B Arthur)[13]. Charismatic leadership is more pronounced when there is a high degree of uncertainty and leader is able to come out successfully.

TRANSFORMATIONAL LEADERSHIP

This type of leaders guide their subordinates by establishing goals which can be achieved by role identity and task requirement. Transactional leader use reward system very effectively to achieve organizational goals and set new standards. Transformational leadership follows various leadership models. Transformational leadership is practiced when leader intellectually stimulates the subordinates, excites, arouses and inspires them to perform beyond their expectations. By providing a new vision, the transformational leader transform the followers into people who want to self-actualize. Leader by inspiration have won wars by voluntarily demanding highest sacrifices of soldiers in the battlefields. History is replete of various examples of valour and sacrifices. Transformational leadership is beyond the charismatic leadership. Field Marshall S H F J Manekshaw, the then COAS of Indian Army provided transformational leadership which won 1971 war by Indian Army.

SUMMARY

Leadership is an art of leading subordinates. Leaders are visionary and by sheer nature achieve willing obedience of their subordinates. They take calculated risk and display devotion to duty and concern for employees. Leadership is about influencing subordinates to act willingly towards achievement of organizational goals. A successful leader should have an ability to use power successfully. They should be able to identify human needs and inspire them even in hopeless situation. A good leader should arouse motivation among employees and create a climate conducive to work.

There are various leadership theories. Traits Theory of leadership is is also called "great man's theory". The theory suggests that to be leader, a person must possess certain traits. Davis has identified that a good leader should have intelligence, social maturity, inner motivation, achievement orientatation, maturity and lastly the human relation's attitude. As far as the study of human skills is concerned every leader has human skill, technical skill and conceptual skill in varying degree. There are various leadership styles based on authority. These are autocratic leadership style, democratic leadership style free rein and laisse-faire leadership style. There is no one best style. It will depend upon the prevailing situation in the organization.

Likert carried out research on leadership styles. He concluded that there are following four systems of leadership.

System 1 Exploitative—authoritative

System 2 Benevolent—authoritative
System 3 Consultative
System 4 Participative—group

Robert Blake and Mouton developed a leadership model commonly known as "Managerial Grid". The model is based on bi-dimensions. The scientist believe that every leader has concern for people and production in varying degree. Based on this premise Blake and Mouton have identified following leadership styles.

(*a*) Impoverished Management—Leader is having no concern for people or task.
(*b*) Team Management—Managers combine interest of people and production in a balanced manner.
(*c*) Country Club Management—Leader displays very high concern for people and low concern for the task.
(*d*) Autocratic Task—Leader displays very high concern for the task and very little concern for the people.
(*e*) Middle of the road Management—A manager who has an equal concern for people and the task.

Since trait theory was proved to be inconclusive, a contingency approach to leadership was evolved. The theory focuses on (*a*) task requirement (*b*) Peer expectations and behaviour (*c*) employee characteristics, expectations and behaviour, organizational culture and policies. Hersey Blanchard propagated situational approach. They superimposed employee readiness on Blake and Mouton model of leadership. Robert Tannenbaum and Warren H. Schmidt proposed a behavioural approach to leadership. The factors that influence leadership style are the leader, subordinates and the situation. The leader leads his team based on his personality, skill, ability and attitude towards work, employees and the organization he is serving. Leader can use participative or authoriatarian type of leadership depending upon the situation employees create. Situation plays a decisive role in adoption of leadership style. Situation encompasses factors like human rights, ecology, social responsibility apart from other environmental factors that have a bearing on the quality of decision a manager may make.

Fiedler's Contingency approach deals with LPC score in relation to contingency/situational variables He identified three variables namely leader-member relations that could be good or poor, task structure which could be structured or unstructured and position of power which may be strong or weak. Using these eight type of situations with high LPC or low LPC leader score, a leader could modify his leadership style.

Path-Goal Theory is an amalgamation of contingency theory and expectancy theory of leadership. Based on subordinate attributes and work setting attributes, Martin and Robert have suggested four types of leadership styles. These are *one*, supportive leadership, *two*, participative leadership, *three*, directive leadership and *lastly* the achievement oriented leadership.

Charismatic leadership is a unique type of leadership style. A leader who practices this type of leadership has following characteristics namely 1. leader has a vision. 2.he is a risk taker. 3. he displays sensitivity to environmental factors and follower needs. 4. He displays distinct behavioural pattern based on situation. 5. The charismatic leader makes self sacrifices and engages in unconventional behaviour.

Transformational leadership is based on stimulating follower to achieve organizational goals by inspiring them. The individuals are so motivated that they can sacifies themselves to protect honour, dignity and value system.

TEXT QUESTIONS

Q. 1 Define Leadership. What are various ingredients a leader should possess.

Q. 2 Leadership is a corner stone of managing an organization. Discuss

Q. 3 What do you think of universalistic theories of leadership ? Critically examine Likert's four systemd of leadership. Which of the systems, you feel is ideal. Give reasons.

Q. 4 Explain "managerial Grid" with the help of diagram.

Q. 5 Explain Fiedler's Contingency approach to leadership.

Q. 6 Path-Goal theory of leadership is an amalgamation of contingency theory and expectancy theory of leadership. Explain the above statement.

Q. 7 Explain various skills. How are they distributed in organizational hierarchy. Explain with the help of appropriate diagram.

Q. 8 Charismatic leaders have different charisteristics, that make them stand out as successful leader. Explain.

Q. 9 Draw out a leadership skech of a charismatic leader you have known.

Q. 10 Explain Transformational leadership. This type of leadership style has come to stay. Express your views.

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LEADERSHIP EFFECTIVENESS AND STYLE ADAPABILITY

NAME:_____ GROUP:_____

DIRECTIONS: Assume YOU are involved in each of the following twelve situations. Each situation has four alternative actions you might initiate. READ each item carefully THINK about what YOU would do in each circumstances. Then CIRCLE the letter of the alternative action choice which you think would most closely describe YOUR behaviour in the situation presented. CIRCLE only one choice.

SITUTATION	ALTERNATIVE ACTIONS
1. Your subordinates are not responding lately to your friendly conversation and obvious concern for their welfare. Their performance is declining rapidly.	A. Emphasise the use of uniform procedures and the necessary for task accomplishment. B. Make Yourself available for discussion but don't push your involvement. C. Talk with subordinates and then set goals. D. Intentionally do not intervene.
2. The observable performance of your team is increasing. You have been making sure that all members were aware of their responsibilities and expected standards of performance.	A. Engage in friendly interaction but continue to make sure that all members are aware of their responsibilities and expected standards of performance. B. Take no definite action. C. Do what you can to make the group feel important and involved. D. Emphasis the important of deadlines and tasks.
3. Members of your group are unable to solve a problem themselves. You have normally left them alone. Group performance and interpersonal relations have been good.	A. Work with the group and together engage in problem solving. B. Let the group work it out. C. Act quickly and firmly to correct and redirect. D. Encourage group to work on problems and be supportive of their efforts.
4. You are considering a major change. Your subordinates have a fine record of accomplishment. They respect the need of change.	A. Allow group involvement in developing the change but don't be too directive. B. Announce changes and then implement with close supervision. C. Allow group to formulate it's own direction. D. Incorporate group recommendations but you direct the change.

SITUTATION	ALTERNATIVE ACTIONS
5. The performance of your group has been dropping during the last few month. Members have been unconcerned with meeting objectives. Redefining roles and responsibilities has helped in the past. They have continually needed reminding to have their tasks done on time	A. Allow group to formulate it's own direction. B. Incorporate group recommendations but see that objectives are met. C. Redefine roles and responsibilities and supervise carefully. D. Allow group involvement in determining roles and responsibilities but don't be too directive.
SITUTATION	**ALTERNATIVE ACTIONS**
6. You stepped in to an efficiently run organization. The pervious administrator tightly controlled the situation. You want to maintain a productive situation but would like to begin humanizing the environment.	A. Do what you can to make the group feel important and involved. B. Emphasis the importance of deadlines and tasks. C. Intentionally do not intervene. D. Get group involved in decision making, but see that objectives are met.
SITUTATION	**ALTERNATIVE ACTIONS**
7. You are considering changing to a structure that will be new to your group. Members of the group have made suggestions about needed change. The group has been productive and demonstrated flexibility in it's operations.	A. Define the change and supervise carefully. B. Participate with the group in developing the change but allow members to organize the implementation. C. Be willing to make the changes as recommended but maintain control of implementation. D. Avoid confrontation, leave things alone.
SITUTATION	**ALTERNATIVE ACTIONS**
8. Group performance and interpersonal relations are good. You feel some what unsure about your lack of direction of the group	A. Leave the group alone. B. Discuss the situation with the group and then you initiate necessary changes. C. Take steps to direct subordinates towards working in a well defined manner. D. Be supportive in discussing the situation with the group but not to be directive.
SITUTATION	**ALTERNATIVE ACTIONS**
9. Your subordinates, usually able to take responsibility are not responding to your recent redefining standards.	A. Allow group involvement in redefining standards, but don't take control. B. Redefine standards and supervise carefully. C. Avoid confrontation by not applying pressure, leave situation alone. D. Incorporate group recommendations but see that the new standards are met.

SITUTATION	ALTERNATIVE ACTIONS
10. You have been promoted to a new position. The previous was uninvolved in the affaires of the group. The group has adequately has handled it's task and direction. Group inter-relation are good.	A. Take steps to direct subordinates towards working in a well-defined manner. B. Involve subordinates in decision-making and reinforce good contribution. C. Discuss past performance with group and then you examine the need for new practice. D. Continue to leave group alone.
SITUTATION	**ALTERNATIVE ACTIONS**
11. Recent information indicates some internal difficulties among subordinates. The group has remarkable record of accomplishments. Members have effectively maintained long range goals. They have worked in harmony for the past year. All are well qualified for the task.	A. Try out your solution with subordinates and examine the need for new practices. B. Allow group members to work it out themselves. C. Act quickly and firmly to correct and redirect. D. Participate in problem discussions while providing support for subordinates.
SITUTATION	**ALTERNATIVE ACTIONS**
12. Recent information indicates some internal difficulties among subordinates. The group has remarkable record of accomplishments. Members have effectively maintained long range goals. They have worked in harmony for the past year. Al are well qualified for the task.	A. Try out your solution with subordinates and examine the need for new practises. B. Allow group members to work it out themselves. C. Act quickly and firmly to correct and redirect. D. Participate in problem discussions while providing support for subordinates.

DETERMINE YOUR LEADERSHIP STYLE AND STYLE RANGE

In the questionnaire are in effect asked how would you exercise leadership over your group in each of the twelve situations given. The questionnaire seeks to identify two things. First, your current style of leadership, (Fig. 1 and 2) second, your effectiveness as a leader (Fig. 3 and 4).

1. **Determine Leadership Style (A)** Using figure 1 below draw a circle around the letter of the alternative action or response you chose for each situation.

Fig. 1

		ALTERNATIVE ACTIONS			
S	1	A	C	B	D
I	2	D	A	C	B
T	3	C	A	D	B
U	4	B	D	A	C
A	5	C	B	D	A
T	6	B	D	A	C
I	7	A	C	B	D
O	8	C	B	D	A
N	9	C	B	D	A
	10	B	D	A	C
	11	A	C	B	D
	12	C	A	D	B
Quadrant Scores		Quadrant 1	Quadrant 2	Quadrant 3	Quadrant 4

BASIC LEADERSHIP BEHAVIOUR STYLES

(B) Now the total number of circle you have for each column write down these totals in the spaces provided (Quadrant Scores).

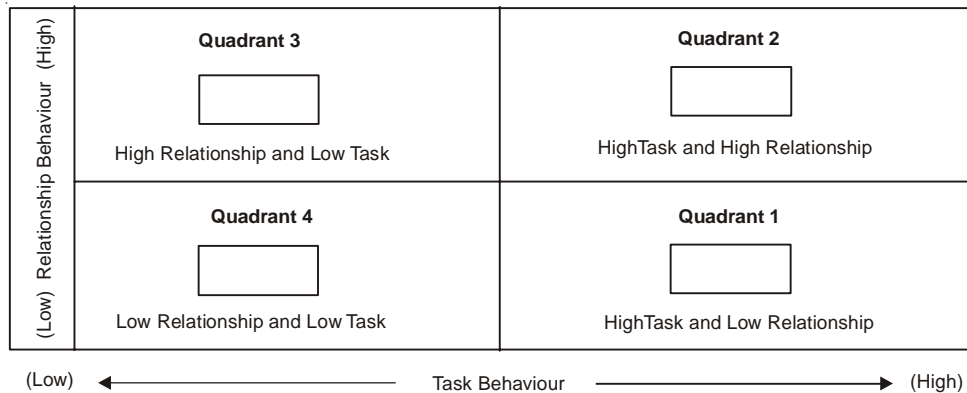Now transfer these quadrant scores to the appropriate boxes in Figure 2.

Fig. 2

DETERMINE YOUR LEADERSHIP STYLE
ADAPTABILITY AND EFFECTIVENESS

Your dominant leadership style is then the quadrant with the highest number. This is the style that you use the most often. Other quadrants with lower numbers, but having at least two responses, comprise your supporting style (or styles) this is the style (s) that you use on occasion.

2   Determining Leadership Effectiveness

Now that you know your style (s) of leadership, let us now see how effective you are as a leader – manager.

Using Figure 3 below, draw a circle around the number (+2, –2,+1, or –1) that falls under the letter (A,B,C, or D) that you chose as your answer for each of the twelve situations.

Fig. 3. ALTERNATIVE ACTIONS

		A	B	C	D
	1	+2	-1	+1	-2
	2	+2	-2	+1	-1
S	3	+1	-1	-2	+2
I	4	+1	-2	+2	-1
T	5	-2	+1	+2	-1
U	6	-1	+1	-2	+2
A	7	-2	+2	-1	+1
T	8	+2	-1	-2	+1
I	9	-2	+1	+2	-1
O	10	+1	-2	-1	+2
N	11	-2	+2	-1	+1
	12	-1	+2	-2	+1
		Quadrant 1	Quadrant 2	Quadrant 3	Quadrant 4
Quadrant Scores					

Fig. 4. LEARDERSHIP EFFECTIVENESS SCALE

Now add algebraically all the encircled numbers for each column and enter the sub totals in the spaces provided. Finally add the subtotals at the Total Value.

Below is a scale ranging from –24 to +24.

Locate your score on the scale and see if your leadership style is effective or ineffective.

-24 -22 -20 -18 -16 -14 -12 -10 -8 -6 -4 -2 0 2 4 6 8 10 12 14 16 18 20 22 24
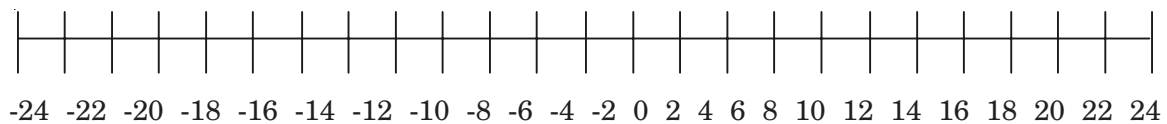
Case 1

COOL PRODUCTS*

Mr. Vasudev is a general Manager of Cool Products, a company dealing in production and distribution of packed condiments in the state of Madhya Pradesh. The Co. was established in the year 2000 and has been performing well. Over the past five years the Co. has introduced excellent production processes, quality control, established its own distribution network, and has been able to achieve good consumer response for the products they manufacture and distribute. The company is a market leader in the state of M.P. Seeing the success of the business, the management has decided to expand the same in the state of Rajastan. They have identified Kota as the place for establishing production unit. The head of the unit will hold the rank of GM. The post is tenable by marketing or production manager since the job involves skill of productivity and marketing. The management has invited you to select a person to head Kota unit. The management have handed over to you profiles of two managers. Mr. Varun is production manager, and Mr Avinash is the marketing manager. Both are working with Cool Products since its inception. You as a consultant, required to select one of them. You do not have personal knowledge about them and have to take the decision based of their write-ups only. The write up of the managers are as under.

Mr. Varun Tyagi

Mr Varun is a mechanical engineer passed out from MACT Bhopal (now MANIT). He has about 10 years of service in food preservation industry. Prior to this appointment he was working with 'Pare Masala' a famous condiment manufacturer of Pune. Varun is hard working, sincere, honest and a dependable engineer. He is foresighted, technically sound and can work independently under stress and strain. He had been able to handle employee grievances in the present organization successfully to the satisfaction of employees and management has been critical about the decision he had taken on their behalf. He enjoys good rapport in the Industry and has been consultant to couple of industries in the state of MP and Maharashtra. He is straight forward and goes by the rule of law when in difficulty. He has a pleasant personality and workers fall back on him when in difficulty. Varsha-his wife is a nursing graduate and works in one of the private nursing homes. Families of employees, very frequently consult her and she therefore enjoys personal influence over the families of 'Cool Products'. Mr Varun has been able to complete his targets of production every year and has been contributory factor for the growth of the Co.

Mr. Avinash

Mr. Avinash Kale belongs to Nagpur and comes from farmers family. His father was a poor man and taught his only son with a great difficulty. Avinash has done MBA from IMS Indore in the year 1996. His performance in academics has been excellent. He stood first in IMS among the marketing boys that year. Mr Avinash is very calculative and thinks ten times before taking any decision. He evaluates the pros and cons of the issue at hand before proceeding further. He is very professional and keeps his sales team on the tender hooks and ensures monthly sales at any costs. He is hard task master as it relates to his

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* Case prepared by Prof. V.G. Kondalkar, HOD, VNS Institute of Management, Bhopal (M.P.)

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job and can bend either way if situation so demands. He is very obedient and keeps the tag of management move, their daily schedule and any important event that is likely to take place. People in Cool Products say that Avinash knows everything in the organization before it is formally announced. He is considered to be a management man. He implements instructions of the management in letter and sprit. He maintains distance from workers and is not interested beyond the task he is supposed to do. But the task he does well and therefore he is liked by higher ups. One may say he is a task oriented leader. He is a smooth sailer, a diehard salesman, visionary, opportunist, a soft spoken executive who never hurts anyone in his dealings, a tight rope walker. He has good communication skills. He has been recently married to a lady who is employed as Assistant Sale Tax Officer in Bhopal. She belongs to state provincial services cadre. She also has a bright career as she is a topper in her batch.

Q. 1 Read the case carefully and carryout analysis. In the light of various theories you have studied, what type of leadership style Mr. Varun Possesses.

Q. 2 What type of leadership style Mr. Avinash has. What are the strength of his personality.

Q. 3 As a consultant would you like to meet them before you take a decision, if so why.

Q. 4 Who is your Choice as a GM of Cool Products, Kota?