

Organizational Behaviour- II
Prof. Prof. Susmita Mukhopadhyay
Vinod Gupta School of Management
Indian Institute of Technology, Kharagpur

Lecture - 36
Leadership Concept Types and Importance

Welcome back in the earlier sessions we have learnt about groups and teams. We have seen how competition and cooperation are important for group behaviour and also for overall effectiveness of the group and the organization as a whole. We have seen how the group dynamics affects individual's performance and also the group's performance affecting organizations performance, the person who is relevant in this condition who actually coordinates all these functions.

So, that the members can compete with each other or collaborate with each other. So, that they contribute not only to the group's development but also for their own development is the leader. So, in organizational behaviour leadership is an important behaviour that we see that we study to understand the contribution of the leadership towards group functioning and individual development.

Here in today's lecture session, we will look into the concept of leadership we will look into the different types of leadership and also the importance of leadership for organizational behaviour and group performance. In the subsequent lecture sessions, we will be discussing further on different styles of leadership functions of leadership and the different theories of leadership. So, to begin with let us begin with the concept types and importance of leadership in today's session.

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ORGANIZATIONAL BEHAVIOUR-II

This part of lecture session will be held on the concept, types and importance of leadership.



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Leadership: An Introduction

Today, the importance of leadership in organizational development has largely emerged. Leadership motivates the people to a higher level of performance through their strong human relations. It is an important function of management which helps to maximize efficiency and to achieve organizational goals, so managers must have traits of a leader.

It refers to the ability to influence, modify and exercise control over the behaviour of others in a group. It is the ability of an individual or a group of individuals to influence and guide members of an organization. It is the willingness to take ownership of the organization combined with an intrinsic urge to do what is best for the organization.



So, what is leadership? So, today the importance of leadership in organizational development has largely emerged as we are already discussing. Leadership motivates the people to a higher level of performance through their strong human relations it is an important function of management which helps to maximize efficiency and to achieve organizations goals. So, the managers must have some traits of being a leader.

Now what is leadership? It refers to the ability to influence modify and exercise control over the behaviour of others in a group it is an ability of an individual or a group of individual to influence and guide members of an organization it is also the willingness to take ownership of

the organization combined with an intrinsic urge to do what is best for the organization. So, we understand how relevant it is for a proper group functioning for proper organizational behaviour performance effectiveness.

An organization so, that it can reach its goal with the coordinated consultant like effort it is like an orchestra orchestration of the effort of all the individual members contributing to the group goals and at the same time they are also developing themselves. So, both personal developments synchronized with the organizational development and effectiveness. This can be reached only when we have a proper leadership.

Here we are talking of leadership as a behaviour and which is this which could be there within any one person or it can reside within one or two persons within a group. It can be a single leader who can lead in different kinds of situations or we can get as per the need of the situation different leaders emerge. So, we will go into the theories of leadership one by one and here in this discussion we will be focusing more on the behavioural theories of leadership and we will look into how leadership affects the behaviour of the individuals.

So, we look into the mutual influence and effect of the behaviour of the leader and followers together. So, our focus will be on this interpersonal relationship and the effect of each other's behaviour on each other leading to a holistic performance.

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Leadership: The Learning Objectives

According to Charles W.L Hill and S.L McShane (2008) leading and developing employees is the important function of management which in other term leadership has significant role in organization management.

It is important to learn about how does leadership bring value through individuals' ability to identify both opportunity and risk in organization management.

There is the strategic leadership that has also been utilizing strategy in the management of employees which is very important to learn.

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Now what are the learning objectives over here? According to Charles W L Hill and SL McShane 2008 leading and developing employees is the important function of management which in other term means leadership has a significant role in organizations management. It is very important to learn how leadership brings values through individuals' ability to identify both opportunity and risk in organizations management.

There is also a strategic leadership which has been utilizing strategy in the management of employees which is very important to learn. So, we will be discussing theories while we will be discussing the different styles, we will be focusing on aspects of each of these.

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What is Leadership?

Leader based:
Appropriate behaviour of the person in leader role

Follower based:
Ability and motivation to manage one's own performance

Relationship based:
Trust, respect and mutual obligation that generates influence between parties.

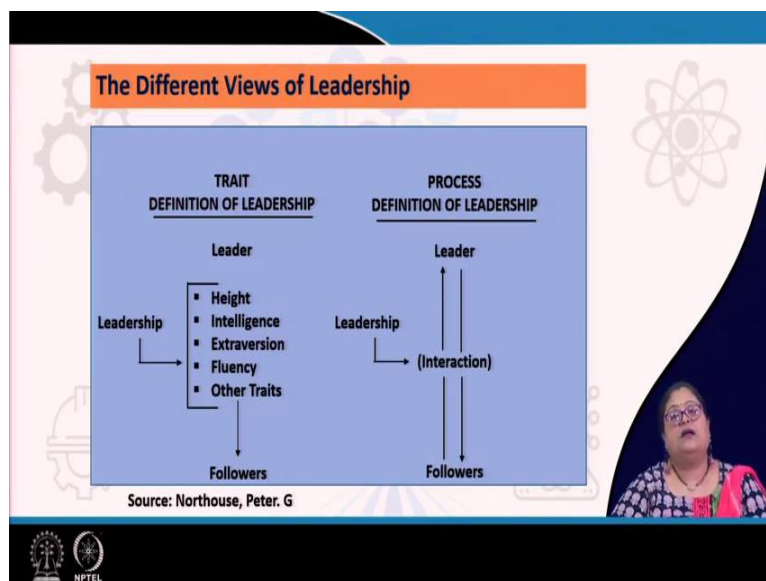
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Coming to what is leadership we have different perspectives of discussing about leadership first is the leader-based perspective which focuses on the appropriate behaviour of the person who is in the leader's role. Second is the follower-based perspective where it is the ability and motivation to manage one's own performance where the leader focuses on the ability and the motivation of the followers to manage their performance.

Relationship based it is the mutual trust respect and mutual obligation that generates and which influences the relationship between the both the parties involved. So, these are the three perspectives from which we can define what is leadership as we will be discussing on the behavioural aspects more. So, when talk of leader-based behaviour which constitutes leadership are establishing and communicating the vision, inspiring and instilling the pride in the group members.

The follower-based focus is on empowering coaching facilitating and giving control to the followers which we can tell about autonomy also. Relationship based it is the building on the strong relationship with followers mutual learning and accommodation.

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As we were telling there are two different views of leadership one is a trait-based view and the other is a process-based view. Now what is the trait-based view here it there is a leader and leadership is defined by certain qualities which are possessed by the leader like height,

intelligence, extroversion, fluency in communication and other traits. And through these qualities the leaders try to influence the followers.

Another is a process-based definition of leadership where we understand leadership to be the interaction which happens between the leaders and the followers. Here in this discussion, we are going to mainly focus on the process-based views of leadership. If you want to refer to the trait-based view or get views about the other theories which you may not, be we may not be able to cover over here you can refer to our lecture sessions on principles of management where we have discussed elaborately on leadership and theories of leadership and its role in like contribution to the organization's development.

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The slide is titled "Importance of Leadership" and lists eight points regarding the importance of leadership in organizational management. The points are:

- (i) Influencing the behaviour of people
- (ii) Helps employees in fulfilling their needs
- (iii) Introducing required changes
- (iv) Solving conflicts effectively
- (v) Training and development of subordinates
- (vi) Setting a clear vision
- (vii) Motivating and guiding employees
- (viii) Building morale

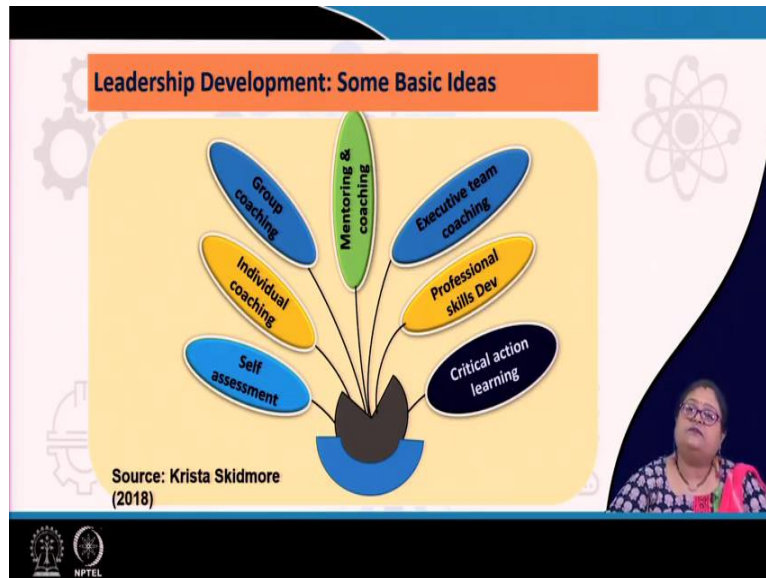
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What is the importance of leadership? The importance of leadership in organizational management are first is of course influencing the behaviour of the people, it helps employees in fulfilling their needs, introducing the required changes in the organization, helps in solving conflict effectively, training and development of the subordinates, setting on a clear vision motivating and guiding the employees and building morale.

So, we were discussing on competition and cooperation in the organization morale is one of the important factors of group dynamics and leadership a proper leadership contributes to the building of a morale with the within the group among the group members. And also, you can see

like solving conflicts effectively. So, these are very important points in order that the group like cooperates with each other and contributes together in a very coordinated way towards the group and the organization goal. And also, each of the members find a sense of achievement for themselves.

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Some of the basic ideas of leadership development are like self-assessment, individual coaching group coaching, mentoring and coaching, executive team coaching, professional skills development and critical action learning. So, these are the different aspects of leadership development and this is what we can go for while we are talking of getting trained on the leadership skills in subsequent lecture sessions, we are going to cover more elaborately on this.

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Principles of Leadership

Bhattacharya, D.K. has grouped the principles as follows:

- Leaders must know themselves and continuously seek self-improvement
- Leaders must be technically proficient
- Leaders must seek responsibility and take responsibility for their actions
- Leaders must make sound and timely decisions
- Leaders must set an example
- Leaders must know people and think about their well-being
- Leaders must keep followers informed
- Leaders must develop a sense of responsibility in their followers
- Leaders must ensure that tasks are understood, supervised, and accomplished
- Leaders must train followers as a team
- Leaders must develop full capabilities of an organization

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Some of the principles of leadership are like leaders must know themselves and continuously seek self-improvement. So, for to be a true leader I must be knowing myself my strengths weaknesses what I need to develop on and what are like my what I can contribute what I can do what I cannot do. So, these kind of things ideas need to be very clear about the about myself to myself which we call know yourself exercise.

So, like what are the objectives of my life what I want to achieve. So, what are my personal life's vision? So, if I do not have clarity about my mental state, my mindset, my like opportunities my maybe some roadblocks that I have some hindrances that I may have which I need to overcome like some biases which I may have. So, leaders are also human beings we cannot expect them to be totally perfect but it is very important that the leader knows oneself first not only the strength points but also the weaknesses the things the biases he or she needs to overcome.

So, that it can lead to be more like perfection while we are talking of interpersonal relationships. So, the first point in order to be a good leader is to know oneself and continuously seek for self-improvement. Then leaders must be technically proficient leaders must seek responsibility and take responsibility for their action. It is not only seeking responsibility but we have to take responsibility for our actions.

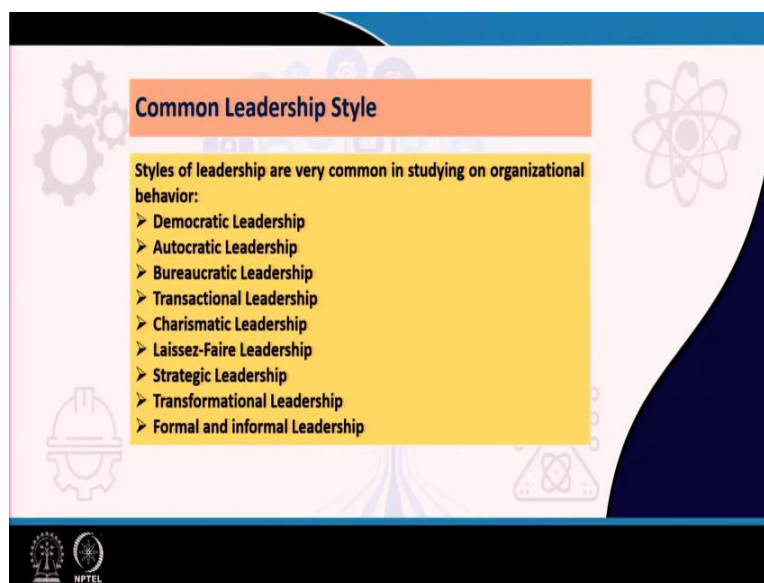
Leaders must make sound decisions and timely decisions they should set an example by their

behaviour. They must know people and think about their own and as well as for the others well-being. So, when the first point we are seeing like when you are talking of self improvement. So, here we are talking of knowing oneself first preparing ourselves, so, that we can be, at service for others.

So, leaders must know people and think of their well-being, leaders must keep followers informed leaders must develop a sense of responsibility in their followers. So, it is not only a leader who seeks responsibility and takes responsibility of his or her own action but the leader also tries to develop a sense of responsibility in their followers. Leaders must ensure that the tasks are understood supervised and accomplished leaders must train followers as a team.

It is very important to perform in a team to have the sense of cooperation and collaboration with each other. So, leaders must train followers as team leaders must develop full capabilities of an organization. So, leaders must focus towards the development of the organization in totality.

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Some common leadership styles, styles of leadership are very common in studying on organizational behaviour some of the leadership styles are democratic leadership, autocratic leadership, bureaucratic leadership, transactional leadership, charismatic leadership, love the fair leadership strategic leadership transformational leadership formal and informal leadership. So, these are only some of the styles other styles are also there in subsequent lectures we will be

discussing on them.

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Some Common Leadership Style

➤ **Democratic Leadership or Participative Leadership:**

Democratic leadership consults employees and seriously considers their ideas when making decisions. When a company makes changes within the organization, the participative leadership style helps employees accept changes easily because they had given a big role in the process.

The slide features a light blue background with decorative icons: gears, a hard hat, a beaker, and an atom symbol. The NPTEL logo is visible in the bottom left corner.

Let us illustrate on democratic leadership or participative leadership. Democratic leadership consults employees and seriously considers their ideas when making decisions. When a company makes changes within the organization the participative style helps employees to accept changes easily because they had given a big role in the process, they had been given a big role in the whole process.

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Some Common Leadership Style

➤ **Autocratic, Authoritarian or Dictatorial Leadership:**

Autocratic leadership allows the leaders to take the ultimate control of taking decisions without consulting others. An autocratic leader possesses a high level of power and authority and imposes its 'pros and cons' on the employees.

The slide features a light blue background with decorative icons: gears, a hard hat, a beaker, and an atom symbol. A group of stylized human figures is shown on the right, with one figure in the center raised in a 'V' shape. A small inset video of a woman is visible in the bottom right corner. The NPTEL logo is visible in the bottom left corner.

Autocratic leadership authoritarian or dictatorial leadership autocratic leadership allows the leaders to take the ultimate control of taking decisions without consulting others an autocratic

leader possesses a high level of power and authority and imposes its pros and cons on the employees. So, here before proceeding further we like to illustrate that it is not that some style of leadership is good and the other style of leadership is bad.

Sometimes some styles of leadership become very important as per the need of the situation as per the crisis in the situation or as per the goals to be delivered or the development levels of the followers. So, here we are not going to judge like whether this style of leadership is better than the other. What we are going to do is we are going to learn about the different styles of leadership separately.

But when it comes to application like when you will be applying as a person in the situations that you face the goals of the organization that you have to reach or the people that you have to deal with in the whole process maybe it is you develop your own style which is an adaptation of any of these styles or a mixture of all these styles. It depends on you as a leader your vision and like how you want to interact with the people what are the situations that you are in whom you are working with and what is the goal that you have to reach to. Here we are learning the styles separately to understand it in a better way.

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Some Common Leadership Style

➤ **Bureaucratic leadership:**


This type of leadership is normally followed in hospitals, universities, banks (where a large amount of money is involved), and government organizations to reduce corruption and increase security. Self-motivated individuals who are highly energetic often feel frustrated because of the organization's inability to adapt to changing environments.

Bureaucratic leadership: This type of leadership is normally followed in hospitals universities banks where a large amount of money is involved and government organizations to reduce

corruption and increase security. Self-motivated individuals who are highly energetic often feel frustrated because of the organization's inability to adapt to changing environments. So, as per the need of the situation or as per the again the structure of the organization in which there are certain leadership which gets facilitated in certain kinds of situations but some group of employees may be well adjusted to it some may not feel very comfortable in it.

And each style of leadership of course has it some advantages and has certain disadvantages. So, when you are working on it you can find out some hybrid model based on the situations that you are in.

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Some Common Leadership Style

➤ **Transactional leadership:**

This leadership contrast involves management –by-exception, intervention, and punishing those who made errors. This can lead to negative emotions and performance on the part of the subordinates. This approach would also require close monitoring of the subordinates, who would surely not like it, and if they felt constrained, their performance might not be best.

Transactional leadership: This leadership style involves management by exception intervention and punishing those who meant errors this can lead to negative emotions and performance on the part of the subordinates. Because they may feel like there is a lot of intervention from the leader side in what they should do and how they should do it. This approach requires close monitoring of the subordinates who would surely not like it and if the failed constraint.

Their performance might not be best but maybe in certain situations where we are dealing with some very important material and maybe the leaders feel like the followers are not yet developed enough to deal with those things on their own, they may go for transactional leadership. So, again it depends on the situation the nature of the work that you are doing and of course the

nature of development of the followers.

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Some Common Leadership Style

➤ **Charismatic leadership:**

This type of leadership is committed to the organization and believes more in him rather than his team. The presence of a charismatic leaders works as a boost for the rest of the employees and therefore such type of leader should be committed to the organization for the long run. It sets a role model for his team and drives others to show a high level of performance.

Charismatic leadership: This type of leadership is committed to the organization and believes more in himself rather than in his team. The presence of a charismatic leader works as a boost for the rest of the employees and therefore such type of leader should be committed to the organization for the long run. It sets a role model for his team and drives others to show a high level of performance.

But again, there could be on some unethical side of this charismatic leadership if the leader uses his charisma or the power of to attract people and make them do whatever he or she thinks like it is best uh for the and he can utilize that power of attracting people and making somebody here to his or whatever he or she is trying to tell. For the purpose not for the development of the followers or for the organization but for some own personal interest then maybe this leads to a pseudo style of leadership which has some unethical nature in it.

So, we have to understand this charismatic leadership very like we have to observe it very clearly with close observation to find out whether this charismatic leader whoever is using this style is using it for his or her own personal benefit or for the benefit of the group at large and the organization at large that we have to look at it very carefully to understand the ethical issues which may be like intricately related to this style of charismatic leadership.

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Some Common Leadership Style

➤ **Laissez-faire or Free Rein Leadership:**

The laissez-faire leaders do not exercise control over its employees directly. Since employees are highly experienced and need little supervision, a laissez-faire leader fails to provide continuous feedback to employees under his or her supervision.

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Laissez-faire or Free Reign Leadership: The laissez leaders do not exercise control over its employees directly. Since employees are highly experienced and need little supervision, a larger fair leader fails to provide continuous feedback to employees under his or her supervision this style may work well with people with followers who are well developed who are motivated to perform on themselves who are self motivated to perform on themselves and may require less of direction from the leader like to how to do things.

But for followers who are not so, well developed and who may have difficulty in understanding the concept who may feel a guiding support from the leader would have helped them to perform in a better way they may not be very comfortable in working with Laissez leader they may feel like they are left on their own they are uncared for the leader is not taking care of them. So, these they are left unguided they do not know how to proceed these kinds of feelings may generate in these cases.

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The slide features a title 'Some Common Leadership Style' in an orange box. Below it, a yellow box contains the heading '➤ Strategic Leadership:' followed by a definition: 'Strategic leadership is described as utilizing strategy in the management of employees. It is the managers' potential to influence organizational members in order to express a strategic vision for the organizational change. Strategic leaders create organizational structure, allocate resources and express strategic vision to motivate others to acquire that vision.' The slide is decorated with icons of gears, a hard hat, and a molecular structure. A video inset in the bottom right shows a woman speaking. The NPTEL logo is in the bottom left corner.

Strategic leadership strategic leadership is described as utilizing strategy in the management of employees. It is the manager's potential to influence organizations member in order to express a strategic vision for the organizational change strategic leaders create organizational structure allocate resources and express strategic vision to motivate others to acquire that vision. So, strategic leader has a greater picture in mind of how the organization needs to proceed to.

How the goals of the organization can be aligned with the goals of the department and that of the group and the individual and tries to connect all these goals together the individual goals with the group codes with the department goals and the organization's goal at such and helps people to see that vision also and lead towards or move towards it. So, that is strategic leadership. Transformational leadership transformational leadership inspires and motivates their workforce without micro managing.

They trust trained employees to take authority over decisions in their assigned jobs. It is a management style that is designed to give employees more room to be creative look to the future and find new solutions to the old problems.

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Some Common Leadership Style

➤ **Transformational leadership:**
 Idealised Influence (II)
 Intellectual Stimulation (IS)
 Inspirational Motivation (IM)
 Individualised Consideration (IC)

There are four eyes of transformational leadership idealized influence where I the transformational leader tries to show a vision to the employees and tries to move them towards that vision, they stimulate them intellectually to be creative they inspire them through their own works and how they lead their own life and they have individualized consideration from the for the members.

So, they look after look like what are the well-being nature of the employees also the team members also. So, these are the four eyes of transformational leadership.

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Some Common Leadership Style

➤ **Formal leadership:**

Formal leadership is where a person is officially designated as the leader of a group. Examples of this kind of leadership are CEO of a company, a teacher at a school, the captain of a sporting team and the head of a department. It's the formal leader's job to organize the available resources, work out the logistics and motivate the members of the team to carry out their tasks to the best of their abilities.

Formal leadership: Formal leadership is where a person is officially designated as a leader of the

group examples of this kind of leadership are the CEO of a company, a teacher at a school, the captain of a sporting team and the head of a department it is the former leader's job to organize the available resources work out the logistics and motivate members of the team to carry out their tasks to the best of their abilities.

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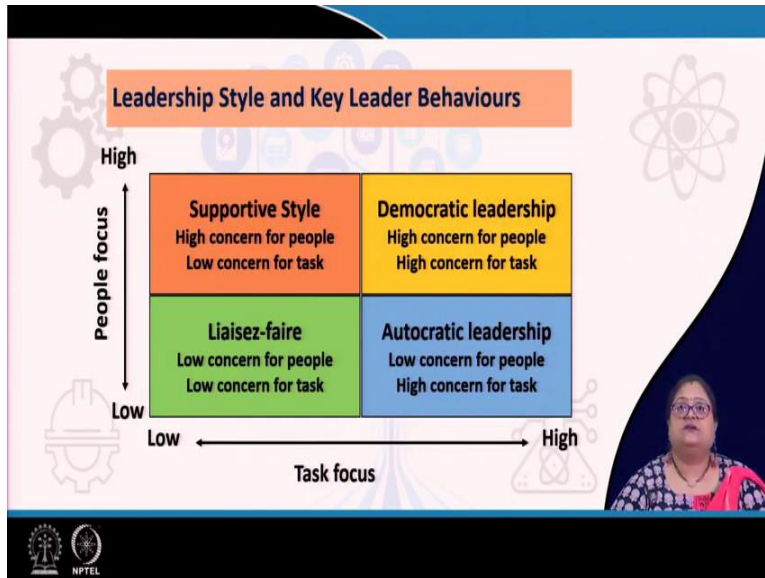
Some Common Leadership Style

➤ **Informal leadership:**

An informal leader is a person who's not officially or formally appointed as the head of a group. However, the other members look to him for motivation and inspiration. The informal leader can't formally take action against any members of the group, nor is he able to reward his teammates. He has to rely on open communication, a shared vision, guidance and charisma. The informal leader has to lead through example, individual behavior and personality.

Informal leadership an informal leader is a person who is not officially or formally appointed as the head of the group. However, the other members look to him for motivation and inspiration. The informal leader cannot take any action formally against any members of a group nor he is able to reward his teammates. He has to rely on to open communication a shared vision guidance and charisma. The informal leader has to lead through example through the individual behaviour and personality.

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Now we will focus on the key leadership styles and the key leader's behaviours. So here we will see that the focus of the leader is on the leadership style is on either the task or the person and it both the continuum has a high end and a low end. So, low task focus and high task focus or low people focus and high people focus. In the case where there is a low task focus and there are low people focus, we take that style to be a largely fair style.

Where there is a high task focus and there are a low people focus, we take it to be autocratic style where there is a low concern for people when high concern for task. When there are high people focus but there is a low focus of the task then what we get is a supportive style which is high concern for people but low concern for task. We get a democratic style where there is a high concern for people and also high concern for task.

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Leadership Style and Key Leader Behaviours

High concern for task and low concern for people

This types of leadership emphasizes showing employees how the task get accomplished and spending minimum time by giving psychological support. This style is effective where employees are inexperienced with the work to be done.

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So, when there is a high concern for task and low concern for people. This type of leadership emphasizes showing employees how the task how to do the task to get it accomplished and spending minimum time by giving psychological support. This style is effective where the employees are inexperienced with the work to be done.

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Leadership Style and Key Leader Behaviours

High concern for task and high concern for people

This type of leaders spend considerable time showing people how to get the work accomplished and providing them psychological support. The high task and high relationship style is considered generally useful because it give good result in high productivity and personal satisfaction

The slide features a yellow text box with black text. The background is light blue with faint icons of a gear, a hard hat, and a beaker. A small inset video of a woman is visible in the bottom right corner. The NPTEL logo is at the bottom left.

When there is a high concern for people and there is a high concern for the task also it these types of leaders spend considerable time showing people how to get the work accomplished and providing them psychological support. The high task and the high relationship style are considered generally useful because it gives good result in high productivity and also personal satisfaction of the team members.

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Leadership Style and Key Leader Behaviours

High concern for people and low concern for task

This type of leaders give employees much encouragement and support but a minimum of guidance about the task accomplishment. In some situations employees need more psychological support rather than technical instructions.

The slide features a background with various icons including gears, a hard hat, a beaker, and a molecular structure. A small inset video shows a woman speaking. The NPTEL logo is visible in the bottom left corner.

High concern for people a low concern for task these type of leaders give employees much encouragement and support but a minimum of guidance about the task to be accomplished. In some situations, employees may need more psychological support rather than technical instructions.

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Leadership Style and Key Leader Behaviours

Low concern for task and low concern for people

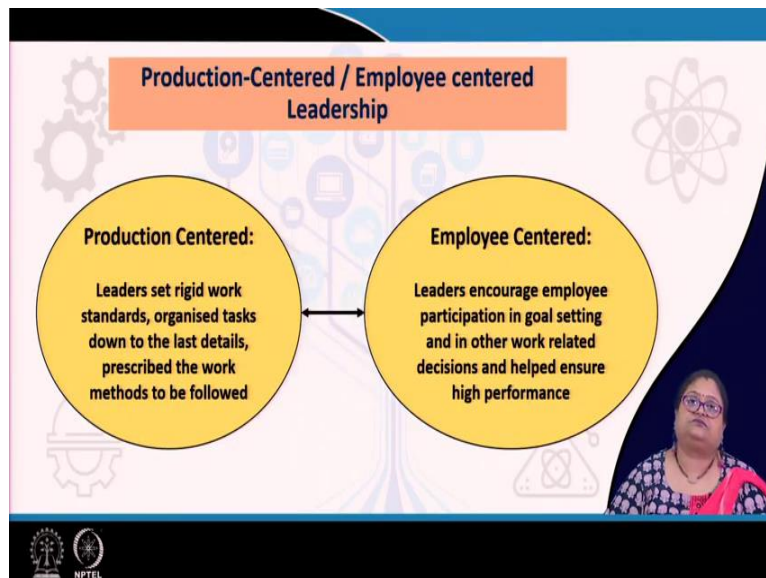
Using this style, a leader is neither here nor there situation. It is essentially a free rein style. Subordinates are given very little psychological support, encouragement and praise. They are free to render their own services.

The slide features a background with various icons including gears, a hard hat, a beaker, and a molecular structure. A small inset video shows a woman speaking. The NPTEL logo is visible in the bottom left corner.

Low concern for task and low concern for people: Using this style a leader is neither here nor their kind of situation it is essentially a free-range style and the subordinates are given very little psychological support encouragement and praise. They are free to render their own service. So, sometimes this some people who wants autonomy they may enjoy it but for some people it may

be stressful because they do not understand what the leader expects of them and how to get things done how to proceed further because there is no guidance also.

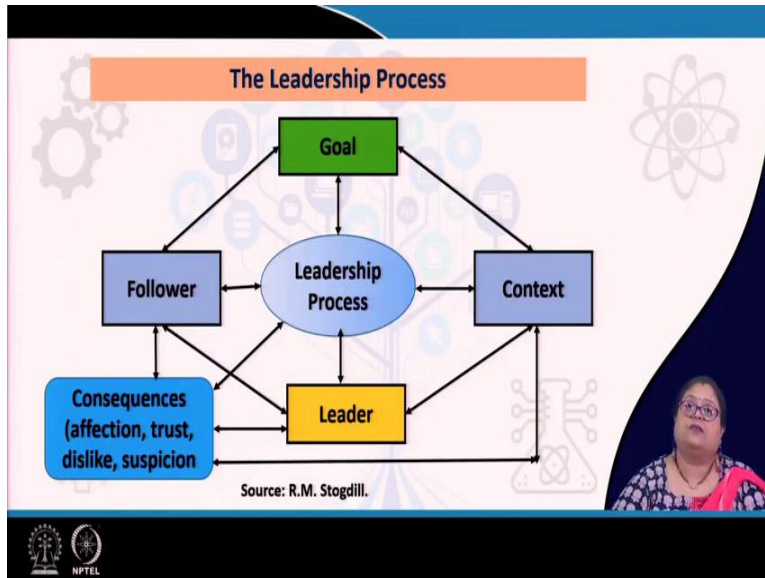
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Leadership style as you can see like it can be production centred or employee centred. When it is a production centre leadership style the leaders get rigid work standards organize tasks down to the last details, prescribe the work methods to be followed. But when it is employee centred leaders encourage employee participation in goal setting in and in other words related decisions and help to ensure high performance.

So, if you see production centre the focus is more on the task and how to intricately lead it to the like well specific to the last level to every detailing is done and to if the leader tells also how to do things. When it is employee centred it is developing the employees and encouraging them to participate to make decisions work related discussions and help them to become better employees or perform in a better way.

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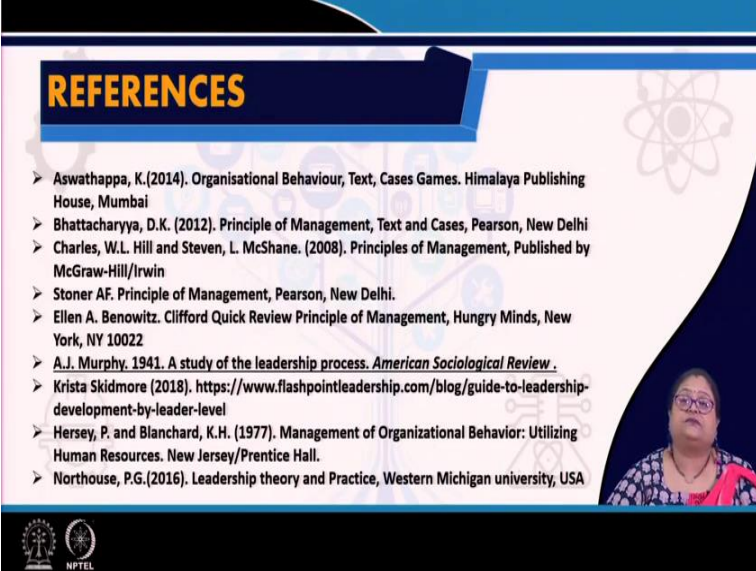
Now we will discuss here the leadership process as we see for every leadership process of course there is a goal and the goal that the leader has to achieve that organizational goal and link it to the follower's goal also and there is a context. So, in the leadership process there is a follower, there is a leader, there is a goal and there is a context and you will see both wise arrow from all the sides means the leader has to achieve a coordinated goal which is that for the organization and connect the follower's goal also with that organization.

And this leadership happens in a context in a situation for certain nature of job given in certain environmental situations like competitive situations for the organization in external like climate what you call external organizational situations, internal organizational situations and like the presence of different stakeholders who may be cooperating or competing with each other and it is a complex dynamics where the leader has to reach certain goal which arises from the combination of the both the internal and the external environment of the organization.

And link the or like followers' performance and goal with that goal of the organization and as a result of it as these dynamics arrive certain consequences. And now these consequences if everything is well synchronized may lead to consequences like affection or trust between the leader and the follower, we and this combined effect will help to reach the goal in a better way or if it is not well synced properly well synchronized properly then what happens it may lead to dislike and suspicion like about one for the other means the leader may dislike the follower but

the follower may dislike the leader.

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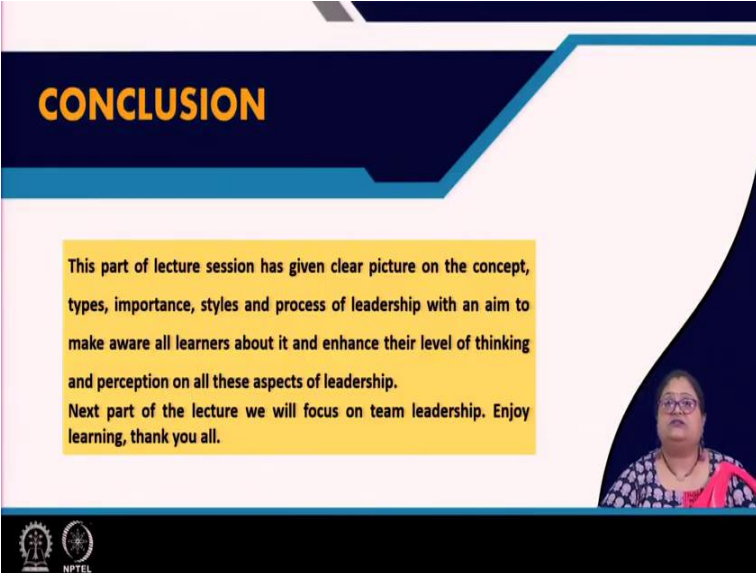


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CONCLUSION

This part of lecture session has given clear picture on the concept, types, importance, styles and process of leadership with an aim to make aware all learners about it and enhance their level of thinking and perception on all these aspects of leadership.

Next part of the lecture we will focus on team leadership. Enjoy learning, thank you all.

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So, in this part of the lecture session we have tried to find get a clear concept of the what is leadership the styles and the importance of leadership and process of leadership. So, with an aim to make all the; learners aware about it and enhance the level of thinking and perception of all these aspects of leadership. Next part we will focus on team leadership till then bye, bye to you.