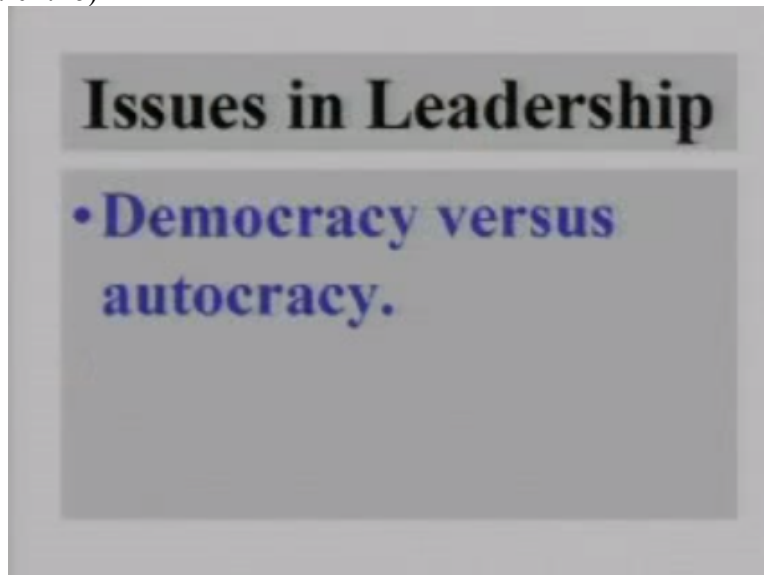


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PRESENTS  
A Video Course  
On  
Management Science  
BY  
Prof. Amerada Sharma  
Department of Humanities and  
Social Sciences, IIT DELHI  
Lecture # 11  
Issues in Leadership**

Today we are discussing issues in leadership the first issue.  
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That relates to a understanding leadership is democracy versus autocracy in fact last time we were discussing we did talk about to classification about the continue which discuss autocracy on the one side and democracy on other and we said that participation lies in a very close to the

democratically leadership style so the issue here is whether democracy or participation is the best leadership style or autocracy is the best leadership style.

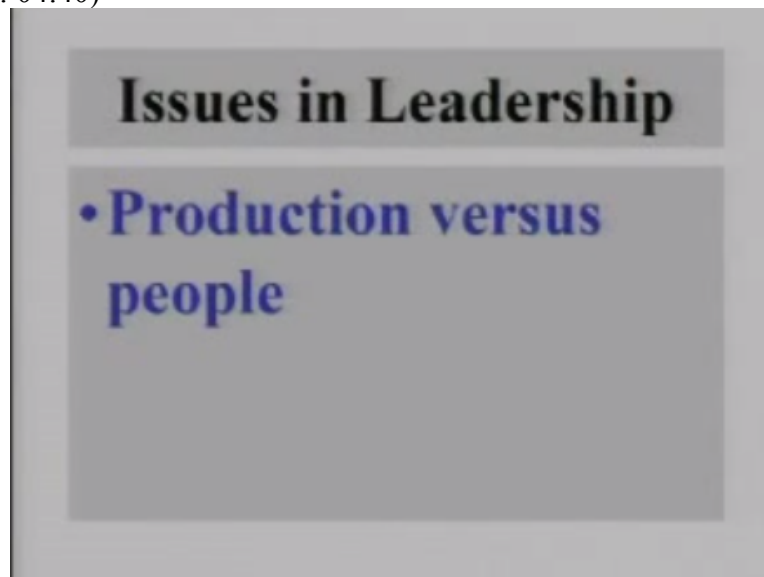
The answer to this question perhaps is that situation are important so if you want to become very auto critical leader in all situations you may not succeed similarly the total democracy at the place of work also may not to work and in between participated management might work because of the reasons that we does taken to consideration number of situation variables as well that is why this is an issue that has been debated by the management thinkers whether ,which style of leadership as to be followed in fact.

Managers often debate themselves whether they have to be very autocracy at the place of work in fact yesterday when some of you did that assignment and someone brought in case study that the 29 year old manager seems to be incursions for lot autocratic attitude you can see that even in a newer generation there are people those would like to very automated but we beside the personal choices and the styles.

If have to really applied leadership, you have to see that what type of situation is important say the emergency situation we have already discussed that sometimes earlier also in the emergency situation suppose there is a blank out and we all participative climate but that at movement the leadership style as to change because we need answer to that question or performance at point of time.

So if you really want to have a very democratic attitude at that point of time then your performance may not be achieved because the main goal at that time is to take care of the blank out the little failure something of that kind show we do need some kind of autocracy at that movement that is why situation become very important the other issued that we are going to take up.

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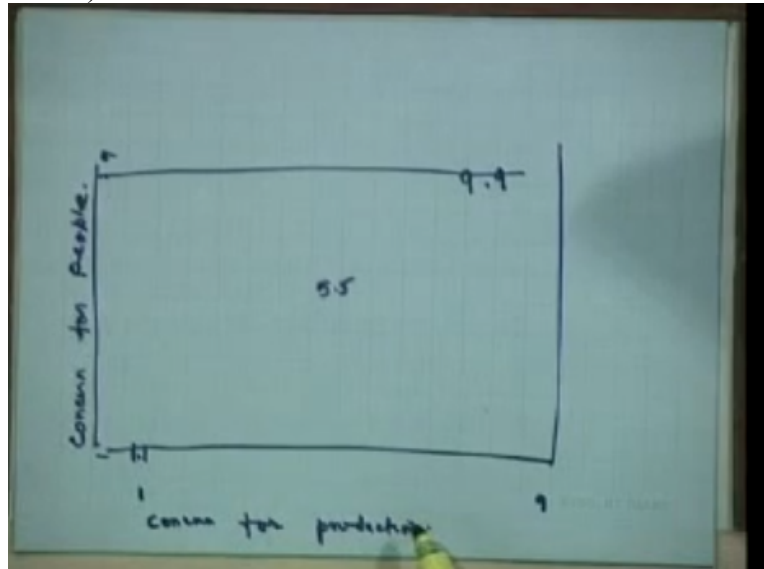


Yes what is more important? Is production more important or people more important again most of the managers perhaps will give answer to this question as that production is most important factor when it is important if we are talking about the industry or the protector system, production is important yet people cannot be totally ignore .

I will say if you want to successful sustainable system I should say then we have to match between our perception of production and people only then a successful manager perhaps can achieve this results there are number of theories which have to post when we are talking about the production and people phenomena.

And one such theory is black move turn, black and molten they have proposed a theory in which is known as the managerial grid theory may be some of you heard about this theory earlier managerial grid at what they have done they try to draw the grid in terms of concern for production.

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On the one hand and concern for people on the other and when you draw the concern for production starting from 1 to 9 on the one axis and concern for people from 1 to 9 on the other axis and if you start drawing the relationship you will find that many people will fall into one at concern for production as well as one or the concern for people, so 1, 1 similarly when the people will be there at 9, 9 that means maximum concern for people and maximum concern for production.

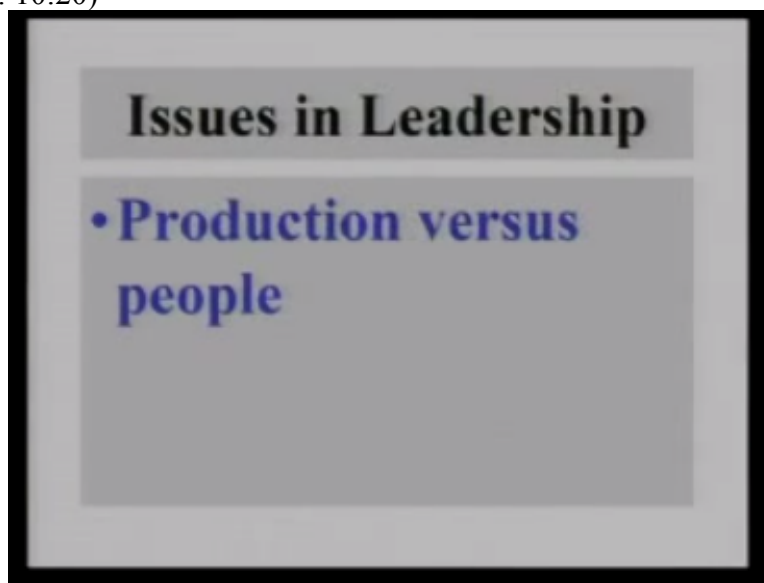
9,9 so I really you can also think and except that 9,9 is the best type of a management in fact this combination has dreamed addressed as the team management in fact the reflection participative management comes also there the team management whereas when people fallen into or demands you know concern for people is 1,1.

This is characterized us the empowerest management here manager is take the job you know that okay ,here somehow have to pull on so 1,1 that least concerned for people and least for production okay, 1 ,1 and of course 5,5 where person as equal concern for production and equal concern for people in a very dubious very practical way that is the middle of the road management but we can say very practical leader manager is able to manage the situation of course other combination as you can see that if you draw a graph you have so many combinations from 1 to 9 on the one side and 1 ,9 on the other how many combinations have possible then okay.

So many combinations has so many styles are possible but since we know are not actually looking at you know the each sort of a compartment in such a detail way we have try to clubbed them into the major categories so is it clear to us that the great the managerial great concept is trying to say that concern for production in concern for people are the two major dimensions leadership situations.

And the best leader is the one who can have a two decision combination of the two achieve results so you can neither ignore your production and task and you can also not ignore your people otherwise such a additional manager perhaps we think that only may task is important and people are not important but actually in the long run that does not work because we have to achieve results to people and if you want any system then you have a very best kind of approve to have people has well. Now if so that was to discuss the issue of production.

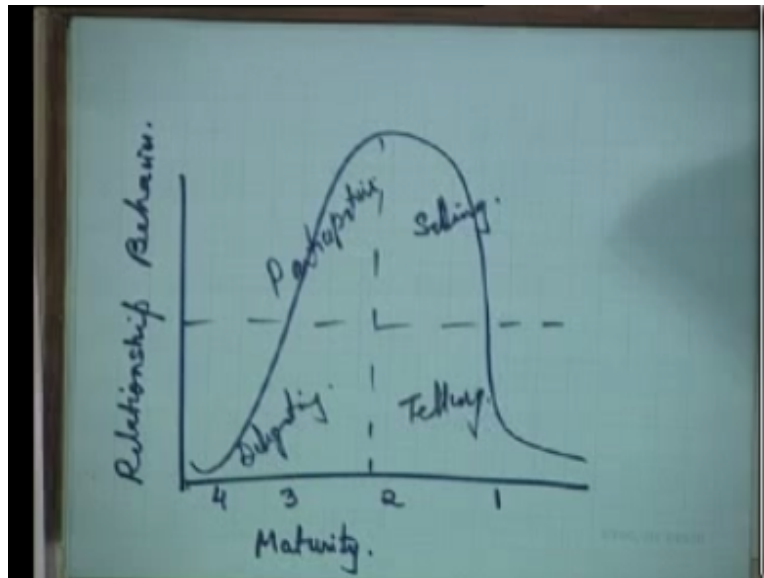
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But this people who is more important so we find that a combination that is important so the manager in order to become a successful must consent report. Similarly we have another model we discussing these models these are the critical position which author have try to give has and in fact that clarify in our thinking on how much product consent for people? And how much people consent for production.

Similarly there is yet another model which answer blancher they argument and they also given in a there are many things which you may find in has a common there are the new dimension giving to people. So what they have say that there is relationship behavior.

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On the one axis there is a relationship behavior on the one axis, okay and there is a people behavior in terms of the maturity of people. When we are talking about maturity not talking really about there any kind of a physical sense we are talking basically these psychological maturities here. And the one could be much matured one could be very little matured okay so if people are matured.

Okay then the system of a leadership that you have to follow will be different, and so what they have said that in this relationship the idea of a leadership could be understood in terms of maturity dimension. When coupled with relationship with behavior and the people the production behavior okay. So what we are finding that we can have the four different combinations are again.

Okay the four different combinations they have named have the telling manager, were the subordinate not really very matured. The telling manager okay when subordinate are stiltedly mode matured then that is the selling manager okay. So telling manager okay then if subordinate such for the mature then the participative manager and if there highly matured like manager only then the delegating manager.

Okay so Harsens bangers they have talked about this theory and they are trying to say that again the combinations are important. And the situations are important so what we are trying to understand here is that when you are leader and manager playing the role of manager you have to have concern for the people as well as consent for task. So these theory times to explain the people are matured.

Then you have to be really telling them all the time or if they slightly matured the selling that your idea okay but in order to have a participative situation. You must have the managers and the subordinates that are matured and show the manager's style has to be participated okay. And that is what we will discuss the kind of leadership style that managers must have in here to be participate.

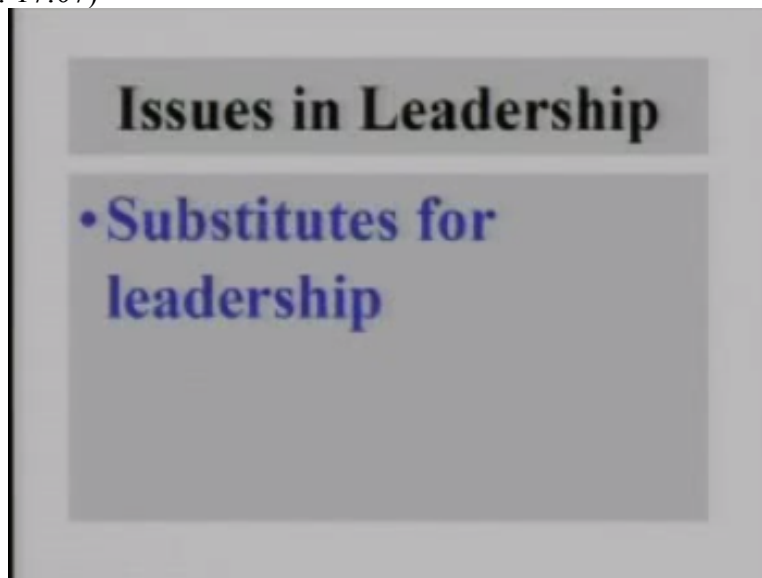
In fact in this point we have also discussed earlier when we were discussing some of the conditions for the participative management. For this is one of the condition for the participative management that the subordinate should be matured enough to expect participate management

has a statuary of leadership. Okay so if we just enough desired that I will have participative management and we have not analyze the characteristics of the group. Perhaps some we have not been succeeded has much.

In has expect okay so this brings has to the other issues for the example when we look at situation has a major variable in our understanding of leadership style there are yet another group of theory for examples swindler one researcher has proposed a theory where he is trying to say that is the characteristics of sub ordinate characteristics of the job situation. Okay so the how leader and the sub ordinate the3 match we teach other so leadership match theory okay the situation and the leadership style.

Including the leaders own style. How do we match and then he wanly the leadership style will depend on that, okay so for we have discussed whether discussion is important or participation the automation is important that will the first issue. The second issue trying to debate was whether consent for the people is more important or consent for task is more important. The third issue we are taking up put there be any substitute for the leadership.

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It is possible that we do without leadership at the place of work; well this is the very, very new concept. And normally people believe that we need a leader but now the thinking is changed from autocracy we are coming to participation and we are accepting the fact that people can really be involved decision making and we are going the step ahead we are trying to say that substitute for leadership could be worth climate.

When you have participation you have commitment of employees so if you have the commitment of employees if people are matured enough. Then perhaps there is a very little requirement for leadership. Okay so here is a manager who is on a head department or it is situation okay but is group is so matured. People are so committed, so beautiful they have such high work values.

That you just give them in the what we ask and we will find that work miss done so this many a times, many authors have considered has the substitute for leadership. So actually we can say that is not total substitute but it is creating the work climate where there is a list requirement of

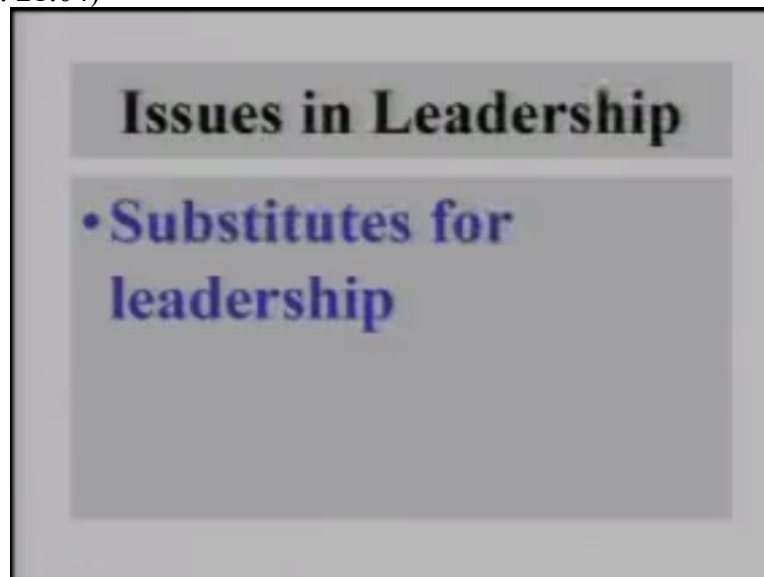
leaders rule has it used to be there in the past. Okay so but the condition for that is that our subordinates.

Our employees must be committed and therefore commitment becomes a very important concept in this record. In the resent here is if you would recollect when we were doing the introduction to the subject we will trying to talk about that there is a strategic human resources management concept coming up the commitment is very important. We have to train people to get committed we to select people those who are committed and we have to create conditions well people are committed.

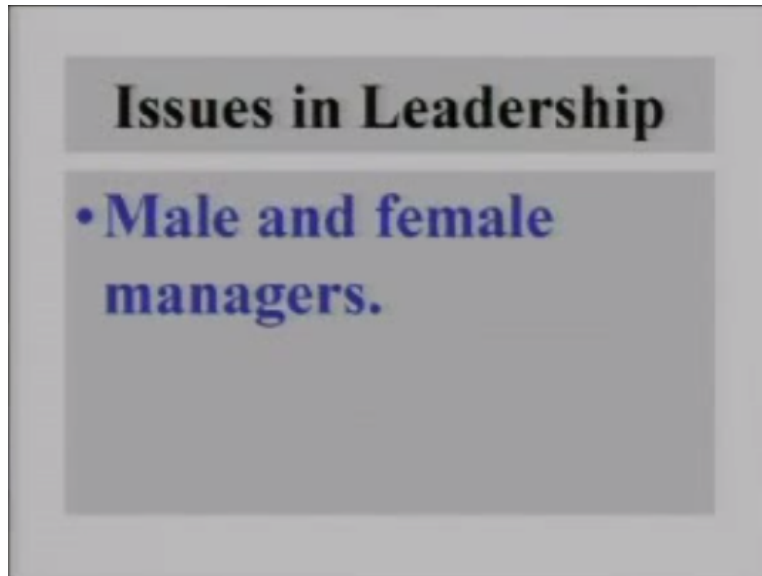
So if we can do that then perhaps you know, we can achieve results in no time, then you do not have to bother that my work is done, my work is not done, because it will be done, you can take it as a guarantee that your work will be done, and you do not need any kind of a leave alone the closer supervision in fact no supervision at all, we know that once have been and that is always true, some people have so responsible.

That it just give them some work and you will find that work is done and your rest is sure that the work will be done, so these concepts have been discussed by various authors, as substitute of leadership, so we should not take it like that there is total substitute, but very close to that we can say that the requirement for leadership may a role reduce at the place of work, this was the third issue.

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That has come up you know in the I should say, in the front years of leadership research okay, in the recent years we are talking about this and we have been waiting on then discussed, get another issue that has been bothering people, some of you might feel amused that is that an issue. (Refer Slide Time: 21:28)



That is an issue because now there are male and female managers interring all type of organizations okay, and this is also a recent federal man, recent federal man and that is why the front years know the leadership style, earlier women where either not taking up courier or if they were taking up courier, they just took up know some special types of jobs where they do not have really be very responsible on very responsible role and positions. Also earlier we can say also might happen in some organization even today that women do not get in promoted to very high positions, because of so many reasons, but things are changing and we find there are many women managers.

Now so the issue of us is whether women managers are better managers, the female manager and the male managers, well normally people believe that okay females perhaps are good managers and lot of research is are going on in this field. But we find that women are equally good managers, and some of the researches have also suggested that in some situations, they may be even better.

So but the things are not really conclusive, that we cannot say that they are necessarily better, but we can certainly say that the difference not that distinct, and the attitude that has remained that female mangers or not very effective that is not very true. Perhaps this analysis might go due to the other factor if you once you know you are a manager typically people thought that in order to become a manager.

You have to be very aggressive because we were looking at autocracy as style of managing okay, and often you find women are not that aggressive as other count apart, but what we find as the leadership styles are also changing.

Are understanding of the concept is changing and not only that as a social changes taking place, people get socialized that now there is no difference whether the manager is male or female, I am sure that you do not find any difference when a female is teaching or a male is teaching, I am sure you do not find any difference, because now from your kinder garden perhaps you know you have been used to that.

So in terms of a teacher I am sure the attitude is not that like that male teacher only has to be there, nothing like that, at least you know that is what you know i9 think, so this issue of

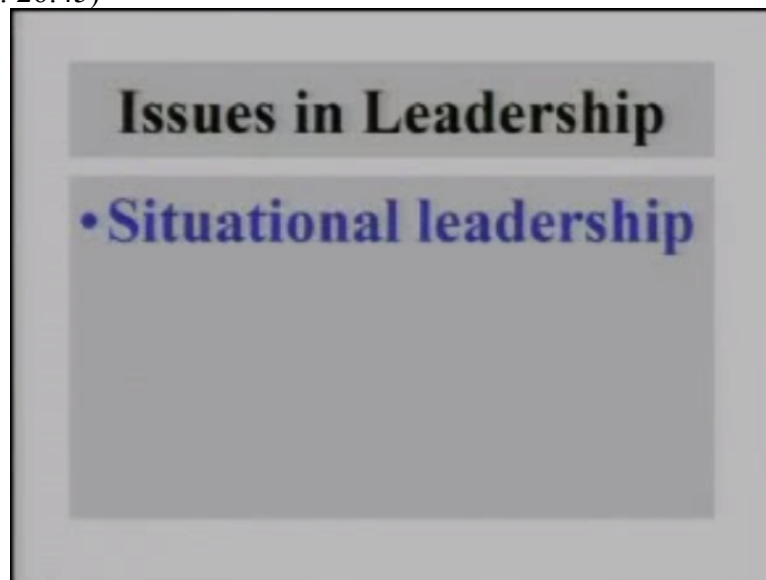


leadership is becoming very important in the literature of leadership now, and in fact lots have been return about it, even though we all saying that there is anything conclusion, only what we are saying that given opportunities.

Females prove to be equally good managers okay. And therefore while we are recruiting, while there is a any kind of a power position then it should not be considered as an important factor, only the individual characters, it should be taken into your account okay, and we are yet to say know because situation again is important, sometimes you know female with small children, because you know they have dual responsibility and the great responsibility of a bringing up their small children.

Sometimes people might start, believing that they are not good workers, but it may be just a very situation for them, so this issue is open and this is being debited and lot of researches have been done, on this issue of leadership, as we have already discussed that because now female managers are quiet of few in organizations, therefore the situational leadership issue.

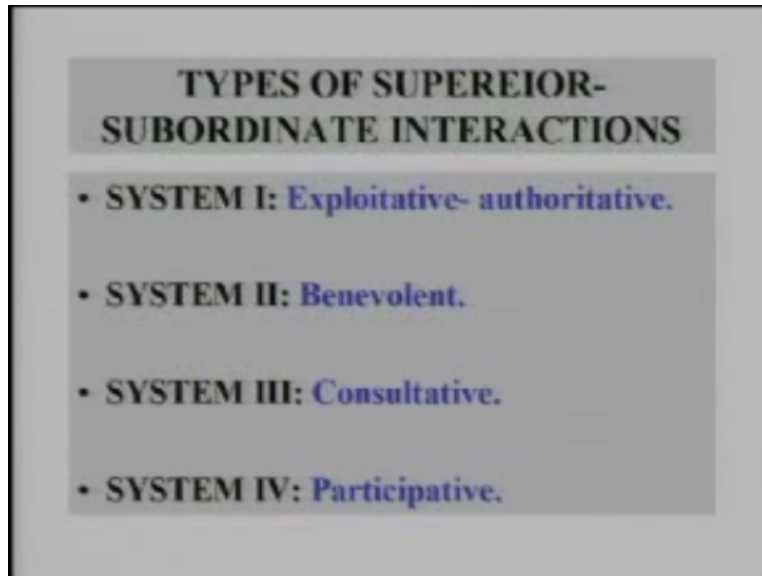
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That I started discussing earlier, that becomes very relevant understanding of the issues related to leadership styles, get another issue that important is the trades that people have the personality trades, some of the studies and some of the assignments that we have been doing these days about personality trades of the manager, and the situation that becomes very important, if your manager is highly intuitive.

Or he has high maturity, he will have a different or he is very highly creative, he will have a different kind of strategy from managing people, so in situations we have the task characteristic of the manager, and the characteristic of the organization, these three combine will create the situational demand for us okay, and so situation becomes very Important when we are talking about leadership fundamental now we next move on to the other proposition given by many other authors, let us now look at.

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The superior subordinate introduction, in the issues in leadership and this is presented by Ranches liker he first talked about of these in his book on booked named new patterns of management, and he proposed that these systems superior subordinate introduction result into the kind of leadership, that you might expect, now here there is a sum sort of whole lap with they continue that we have discussed earlier.

System one is exploitative authoritative, the very old style of leadership, where authoritative style was very prevalent, and in fact that Is there in many situation in many organizations in today, where you know the relationship you can say like a servant master relationship that kind of a relationship it is there, then comes the benevolent autocrat we can say, benevolent but a softer one yet it is autocratic.

It is autocratic in consultative we find that they become much more closer and then the 3<sup>rd</sup> system begins as a consultative superior sub ordinate interaction and you can see that the participative system is the one that has maximum superior sub ordinate interaction in fact then this is like at used to word participative leadership for the 1<sup>st</sup> time okay. After that we have been discussing any this has become a subject is in own write but that was the 1<sup>st</sup> time he made use of this, this terminal logic okay.

So again you know we can see that there is some kind of a continue here emerging when we are coming from the exploitative authoritative a relationship to the participative type of leadership and in today's time with all this social change taking place and all the globalization coming up for us.

We are all in our trying to implement participative leadership styles in our organizations okay because of many reasons as what new have discussed also earlier that people also have become very professional there is a social change they are matured and both managers and the sub ordinates both because the heard will say the total system has to like all participants must be matured now okay.

Because if the sub ordinate is very matures and the managers is not then you can see again will have difficulties okay so the leadership style is also determine by some of these factors before in

these interactions that we have those this last and this 1,2,3,4 these have been put in the next table.

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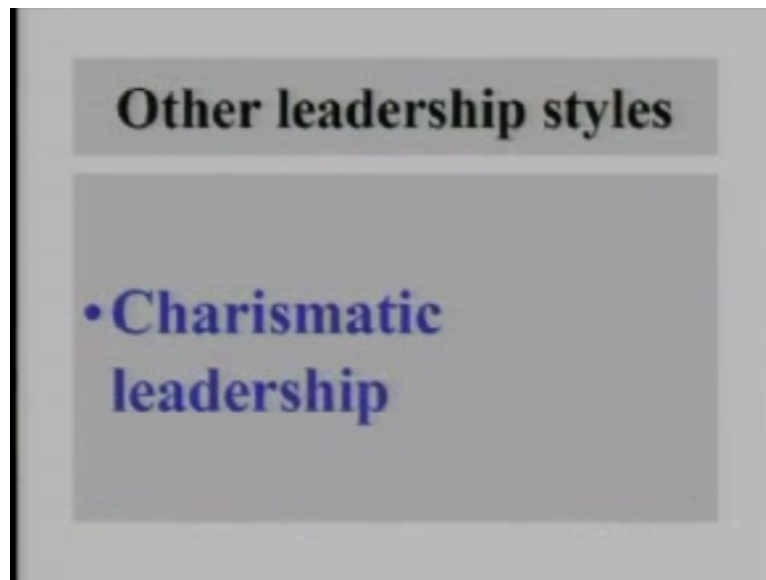
INTERACTIONS BETWEEN VARIOUS SYSTEMS				
	I	II	III	IV
Confidence & trust.	No confidence.			Complete confidence.
Subordinates feeling of freedom.	Don't feel free.			Complete freedom.
Involvement of Subordinates.	Seldom gets ideas.			Always involves subordinates.

You can see 1,2,3,4 and here have be a trying to understand little more about this 4 systems that means as some of this characteristics we have picked up and the confidence for example in system 1 there is no confidence interest were as in system 4 which is participative there is full confidence interest subordinates feeling a freedom in the 1<sup>st</sup> one they do not feel free at all where as in the 4<sup>th</sup> one there is a complete freedom here.

We have try to draw that continuum so in 2<sup>nd</sup> and 3<sup>rd</sup> you can see that the it is a set of a reflection increases okay that is why we have not written that in words but you can just you know understand that from 1<sup>st</sup> to 4 that mean 2<sup>nd</sup> and 3<sup>rd</sup> are in between that that is why we have not written that in words then the involvement of sub ordinates in the system 1 sell them we get this idea and in the system 4 always get this ideas.

So what we have discussing a discussing the 4 systems of sub ordinate superior subordinate interaction okay and we have seen the 4 system have different characteristics okay even though in you are they flow from one to the other and you can see that some of the issues that we have trying to discuss here are some.

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Of this characteristics okay now have been discussed that there are number of characteristics which relate to different situation variables now we move on to some other leadership styles which are again in know the new additions to the literature in leadership styles let us look at the charismatic leadership all of you understand what is the meaning of charisma perhaps we all define the terms is our own way the word charisman.

Started from labors writing okay and today's in today's context we refer to that as some kind of a impact the emotional impact that the leader might be able o make on the people and the charismatic manager has some personal power we just come to the power in that authority in sort while from now charismatic leader has some personal power and some literature says that the charismatic leaders and emotionally involve.

They are very they care for their sub ordinate there are intelligent they are very good in as the social skills okay they are very patient and above all we have very confident there extremely confident people the charismatic managers okay and then combining all these characteristics make them into a charismatic manager are upper some kind of a personal power they have okay and as a result of that they become important.

Directing forces in an organizations now if you ask the question whether in this organizations we have the charismatic people has important in the formal way perhaps in your company chatter you do not have any, any rule to say that okay here is the role of a charismatic manager ending of that kind okay but the charismatic manager because that is as personal power he may be even placed in a lower level.

In the hierarchy but he may command so much of a power that he becomes a charismatic leader okay even though this, this feminine you may find more prevalent you know in the religious leadership and that kind of a situation but we cannot denied is flag that even in a formal situation you have charismatic leaders okay and here we have talking about the management so we are basically talking about managing in an organizations in a very formal way so there are people with charismatic power.

Also at the place of work and that is how in a sometimes you addressed some managers by saying oh! he is a great manager and whoever he is going to make an impact perhaps you know

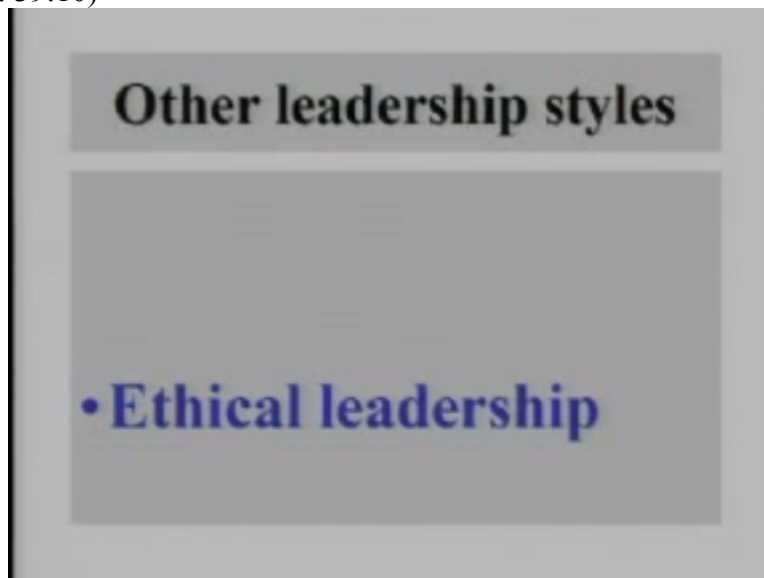
there is a possibilities that the manager is charismatic manager so which is personal power people are value him so much that he becomes a very, very effective leader there are other types of leadership styles also I will showing in the recent years we have been talking about the other styles of a leader ship as well.

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There are transformational leaders there are ethical.

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There are ethical leaders like charismatic leader we also have ethical leaders transformational leaders in our organizations and our understanding of whole leadership style will not be complete unless we have also discussed what is a meaning of transformational leaders and who is in ethical leader in our next lecture we have going to discuss the transformational leaders the ethical leaders and some of this new front years in the knowledge of leadership famine so there is a recent years we have been discussing the emergence of different type of leaders in organizations lot of research has been done and lot of books have been written so we will be discussing these

characteristics and these leadership styles in our next discussions so we will close for today and we will meet next time to discuss some of this new topic here.

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