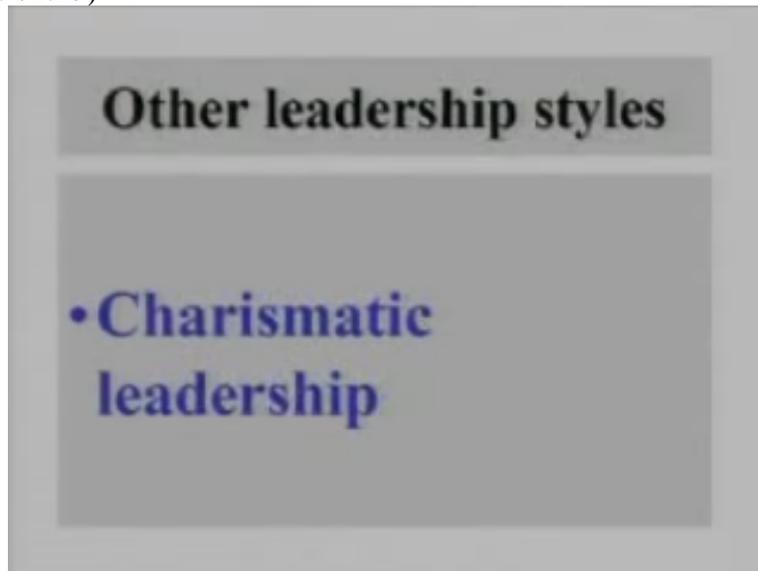


**Indian Institute
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Presents
Under the auspices of
National Program on
Technology Enhanced Learning
NPTEL
(An MHRD initiative)
TECHNOVISION
Educational Technology
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PRESENTS
A Video Course
On
Management Science
BY
Prof. Amerada Sharma
Department of Humanities and
Social Sciences, IIT DELHI
Lecture # 8
Other Leadership Styles**

We are discussing leadership styles at the place work.
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And so far we have discussed the behavior theories of leadership we have talked about that how a leader can create conditions of work for their sub-ordinates so we have discussed earlier, the schools of thought between relate to the binaural school of thought and we have also discussed

the participative theories and some of the recent theories, in today's lecture we are going to discussed further on the understanding.

After having debated that what are the new issues why it every difficult to analyze leadership what is a meaning of a situation leadership today we are discussing the leadership styles which is abused includes today's discussion is that we also talk about transactional and transformational leadership style because a leaders role is also of transaction and transformation and we are talking about transactional leadership style.

Basic idea is that the leader tries to do transact and give in feedback to the subordinates and obviously all understand to achieve the goals in an organization that means the work performance in an organization and one of the special type of the leadership style that we are going to talk about here .Today is the charismatic leadership style and then we move on to the especial leadership style.

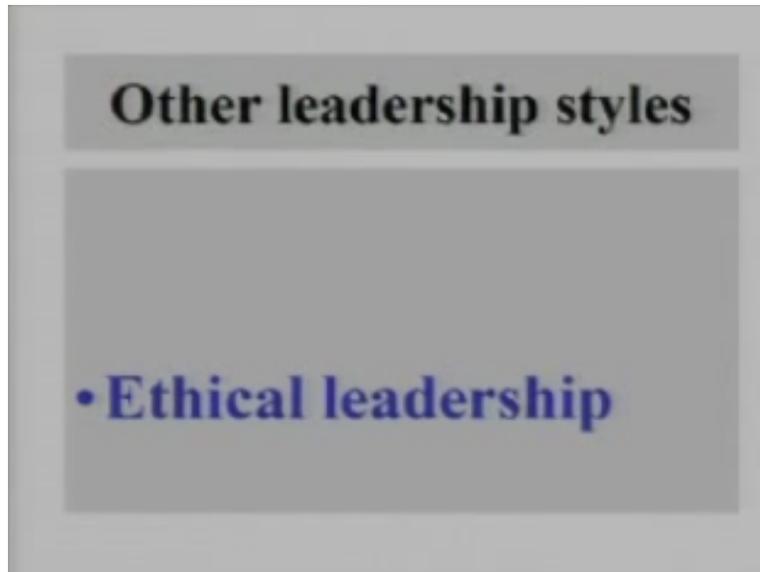
So in fact transactional and transformational leadership styles this special case of transformational leadership style is perhaps also is that you can see in a charismatic leadership style so let us move on to understand that how the charismatic leadership style is working when we are working about the charismatic leadership.

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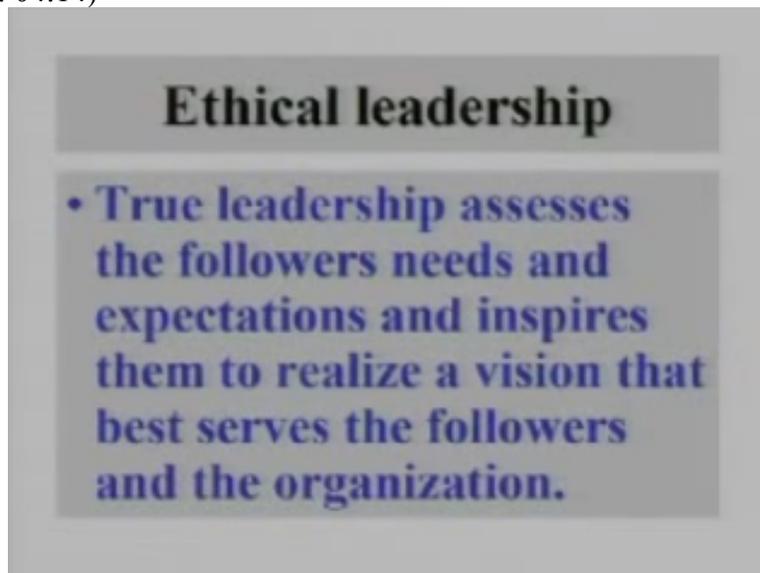


In fact here I have listed the charismatic and transformational leadership style and then whatever I have said now.

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The ethical leadership style
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Now when we are talking let us first take up the ethical leadership style, the ethical leadership style as we understand that is the leader who is practicing morality as also as in attribute leadership style so the true leadership is assesses the followers needs and expectations and inspires them to realize a vision that best serve the followers and the organizations, in ethical leadership style.

We are talking about so we have understood in ethically leadership style so we have understood that leadership is a situation where you have delete your and the follower and the main objective of a good leadership style in a work organization is task performance okay, and of course the in the long term the satisfaction and techquines that we use could be participation okay so here what we are talking about that are moral principles important then also for leaders okay so here then we move on to understand.

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Ethical leadership

- When the leader's moral integrity is in doubt, then the leader's vision- however noble, well- crafted, and articulated, is viewed with skepticism by the followers, loses its vigor, and is incapable of moving them to work towards its realization.

That what other authorities have talked about leadership style and here I am I wish to court professor Kanuango in fact professor Kanuango had been my professor also and he thought me in term of many things including the leadership style and he as rerun a lot only leadership style and in fact are you also attending the recently international conference where he is giving a note address on the ethical leadership styles so some of the expects from that professor Kanuango say that it is the leader's moral.

Principles and integrity that give legitimacy & credibility to vision & sustain it I am discussing the ethical leadership styles and there are reference that as I said is from the invited lecture of professor Kanuango of maculliene university who also about my professor and the paper is on preparing for ethical leadership organizations and from that some of the expects that we are discussing today.

And let us see what professor Kanuango have worked many number of years on different styles of leadership and they have return lot and ethical leadership.

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Should the ethical leadership discusses about morality of a manager when the leaders moral integrity in doubts then the leaders vision however noble, well crafted and at articulated is viewed by others you know because kept in mind and it loses bigger and is in capable of moving them to work towards relation so that means the ethical principle in general which is important in general you know as our citizenship behavior.

In organization or generally in life is extremely important for leader as well and in incen years we are being emphasis on this point that if will a leader as to become a very effectively leader then he has to be ethical in is practices and this is what is emphasized here and I should say that some of these are the recent additions to our understanding of the leadership styles in organizations.

So the issue here is doing we really need leadership.

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Ethical dimensions of leadership

- **Kanuango (2002)**
- **Do organizations need ethical leadership?**
- **On what dimensions a leader should be judged to be ethical or unethical?**

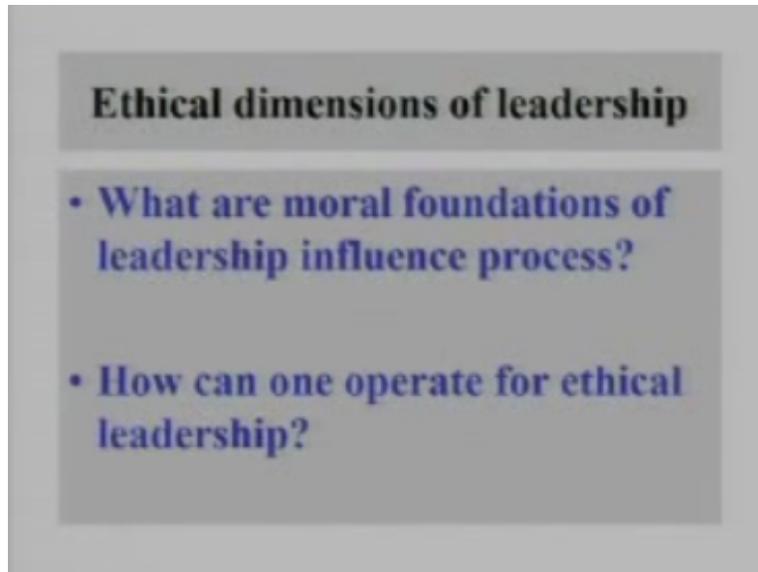
Ethical leadership in organizations does us really what is your response perhaps many of you say yes even those practicing may be different and difficult in fact here something I would also like to add you know professor Kanuango goes a paper here that I have put question do organizations need ethical leadership to answer that question examples which had given in his paper are about the in loan coloration filed for the largest bank corrupts in the united state history living thousands of employees.

Jobless so according to them this is one of the ethical issue of leadership and he has included also there are number of examples that he has given but also he also talked about some other for examples a study of AACSB business school that is I guess again in Canada the study of these deigns this found that the deans are more likely to participate in analytical actions if they result is substantial denotation in their schools.,

This is another example inside this is based on a study by signo rockiness hunt and Hoo in 1998 so this is what is courted in his paper just by giving a reading these you know examples from his paper by trying to say that in recent years we have been trying to look into this human aspects you know very seriously as part of the leadership as well in general of course we will be discussing the values and ethics.

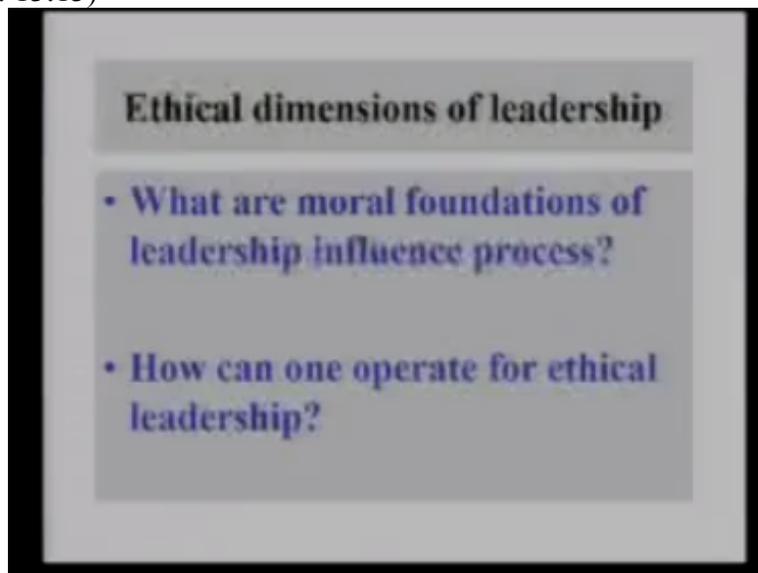
In organizations as a separate a lecture ,separate discussion but also we cannot really know that discussion is separate from the ethical leadership that we have been discussing here so do organizations need ethical leadership professor Kanuango has given number of number examples to ask and then based on that we can start observing that were we going then the next issued that he has talked about is on what dimensions leadership should adjust to be ethical or unethical there are number of dimensions on which.

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The leader can be adjust as ethical or non- ethical basically the, social standards the values will make him ethical and non ethical, then the issue comes up what are the model foundations up leadership?

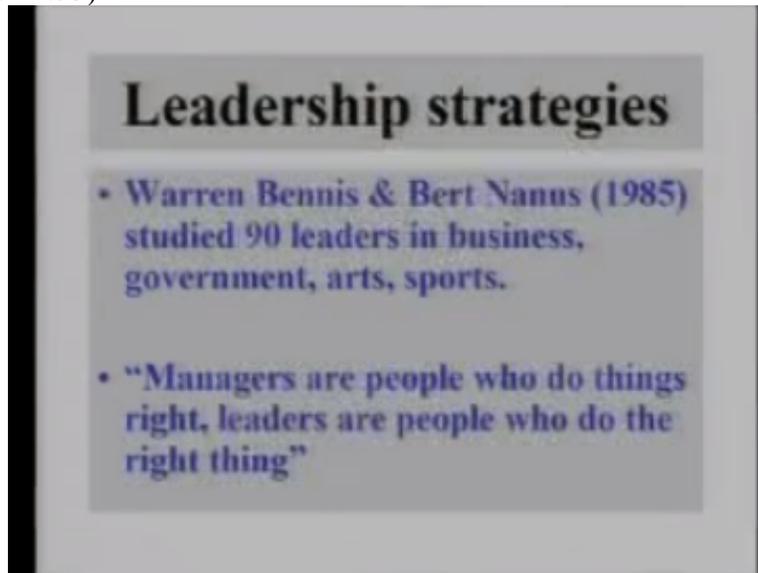
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Influence process the human values and part in this record if you are these values then you are going to practice that also to has a leader. So the human values at very important and that is why when we are trying to make some management development programme are the programme like what? You are a recording now we emissive that value training are very important. Okay because that is there in an actual mind set.

And once in your value lade in you are practice also build reflect that, and then how can we operate for the ethically decision. So what should be do we have to practice the ethical standards the values which are embedded in our thinking. Therefore, lot of thinking and rethinking is involved movement in you become a manager and moment you are clamming that you done our course in management you have to really be ethical leader.

Not shall be return above the ethical leadership in the resent hers, in this connection we also discuss some of the leaderships Sturgis.
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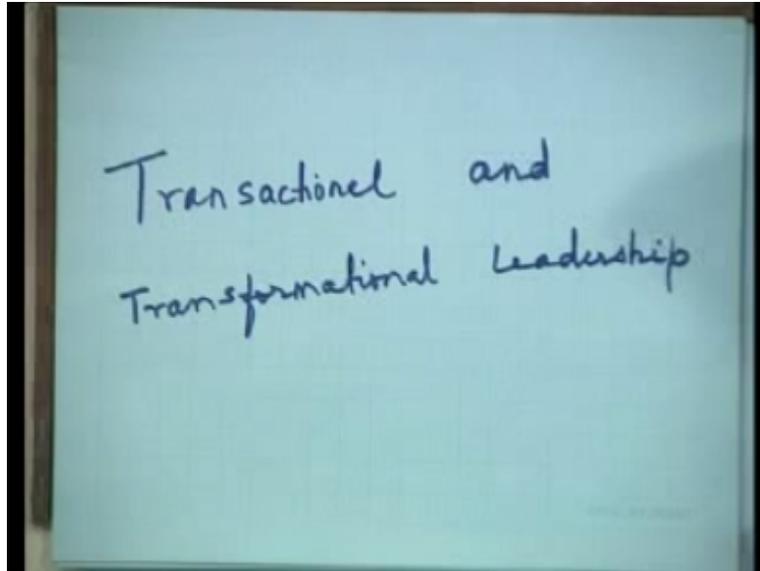


Here I have try to note couple of them what in a mints for exam and of course names for example they have studied 90 leaders in business garment or un sports, and they have try to also support the point of view that the ethical leadership is important. Managers are the people who do think right and leaders and the people who do right things this is the quotation. And you can make that the different in terms of your understanding of ethical leadership style. Okay I repeat managers are people.

Who do things right, money get suppose to manage and do things right okay. And leaders are people would do right things okay that means according to set in guide lines managers are achieving in our producer rules and trying to achieve results do things right. Okay but when they do right change that means some kind of a decision is also involved. Some kind of discretion is also involved that okay.

So in achieving those results you also see if there is anything that is an ethical and perhaps if you are a participative manager. Then you will win that in you are participative management strategy and discuss with people to achieve results, therefore becoming ethical they comes very important. Before I take of you some of the other issues let me also crackly tell you that leadership styles we are talking about or also put under the category of transactional.

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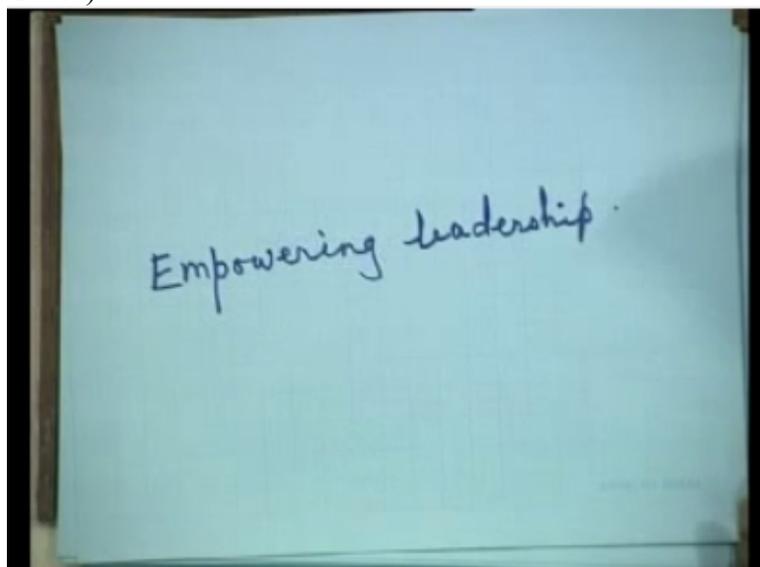


And transformational leaders, transactional and transformational leaders, and the issue of ethical leadership will come in under the transformational leadership some kind of a we can say variant of that okay so that brought categories are the transactional and transformational leaders and has you can see that a participative management is a transaction leader as well as he could be a very ethical.

And he could also be a transformational leader, this brings us to some of the recent theory of leadership. Ethical theory of leadership of course ethical style is also one of the recent ones but in addition to that we also have the leadership style in the recent here what we are talking about has empowering leadership style. Empowering leadership style perhaps will be just talk to you briefly about empowering leadership style.

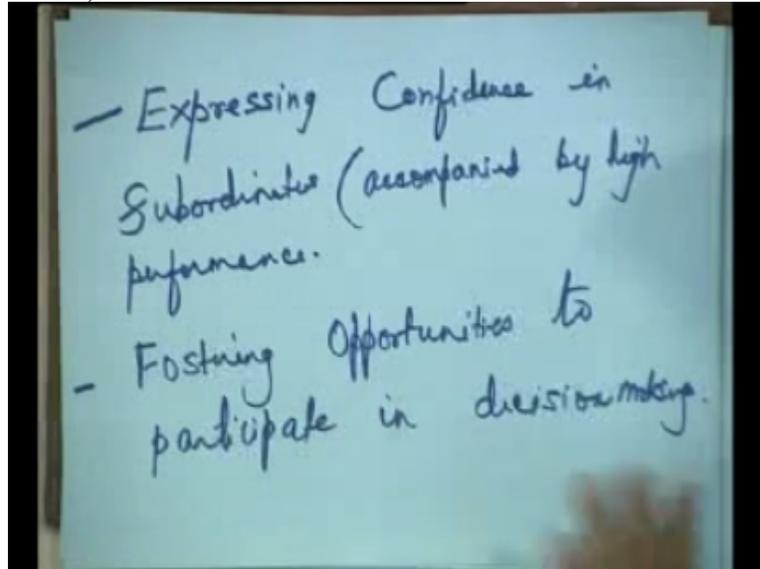
And now theory in IIT is also done some research work on empowering leadership style of Indian managers.

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Now the empowering the leadership style basically has you can also translate that that this is the leader who is empowering this subordinates. In the process of decision making, okay so the empowering leadership styles each a manager can really inculcate will talk about expressing confidence in the subordinate.

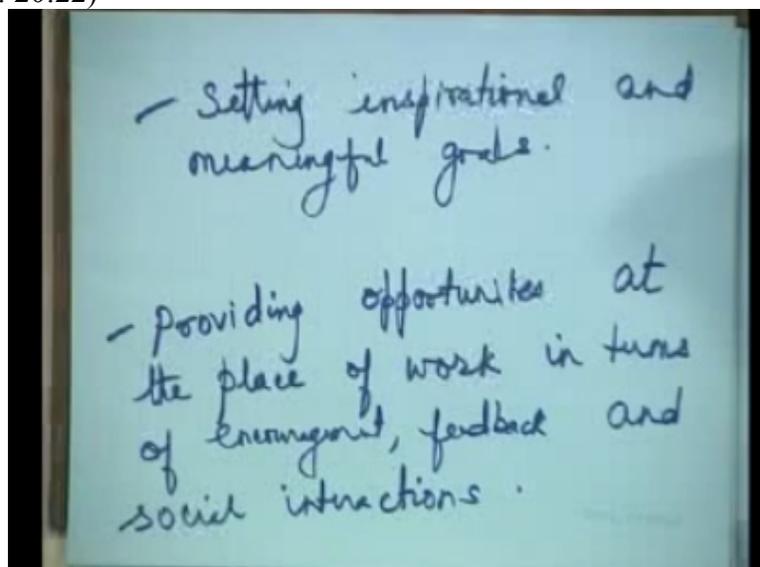
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Expressing, confidence in the subordinates a complete by of course the high performance, fostering an opportunities to participate in decision making. We are talking about empowering leadership style, some of the new eras, some of newer theories. We are being found that the concept of participative management is reflected at every stage at every step. So from fostering opportunities remove on to our understanding of empowering leadership style.

In terms of setting inspirational and meaningful goals, setting inspirational and meaningful goals

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And also providing opportunities at the place of work in terms of encouragement feedback and social interaction so has a manger we are begin and is cosine with critic manager if you would

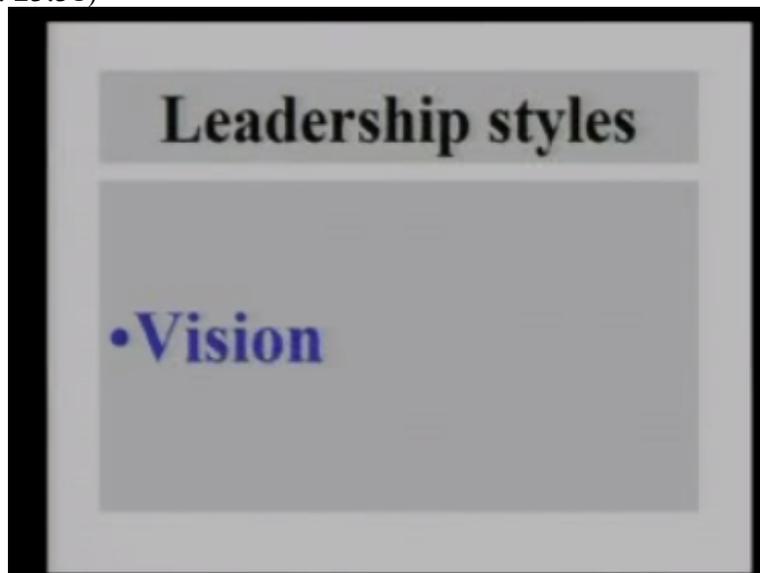
recollect. Then we are talk about that autocracy and democracy that is a continuum. And participation comes in between may be closer to democracy at the place of work but somewhere in between. But further we have discussed that the explanation of leadership theory goes much beyond that now there are so many different explanation coming up and infact all are intervolving, all are intervolving.

When we are talking about the empowering leadership style we are talking about creating a climate work climate which is highly motivating by the manager. So on the one hand manager has we also call that has the attribution theory was we are attributing the success. Of managers performance to the intelligent is some of the straight is has we have discussed earlier in this course.

That we earlier theory is we are also talking about that great man has borne grate that kind of a concept so we try to understand the characteristics of a leader perhaps will be highly set up a aggressive, intelligent and something like that so in number of personality fades but we are realized that in resent here is that in addition to creates. We have to consider sub ordinates followers has important component.

In our situational leadership theories that we discuss earlier We have found that the situation becomes very, very important, that is why we find that in resent here we have been talking about the charismatically leader, the ethical leader and the embedded leader are the transactional and transformational leaders. So lot of reason literature has been written on this, now we move on to the leadership style and the component of leadership style in terms of overall the leaders do to and this.

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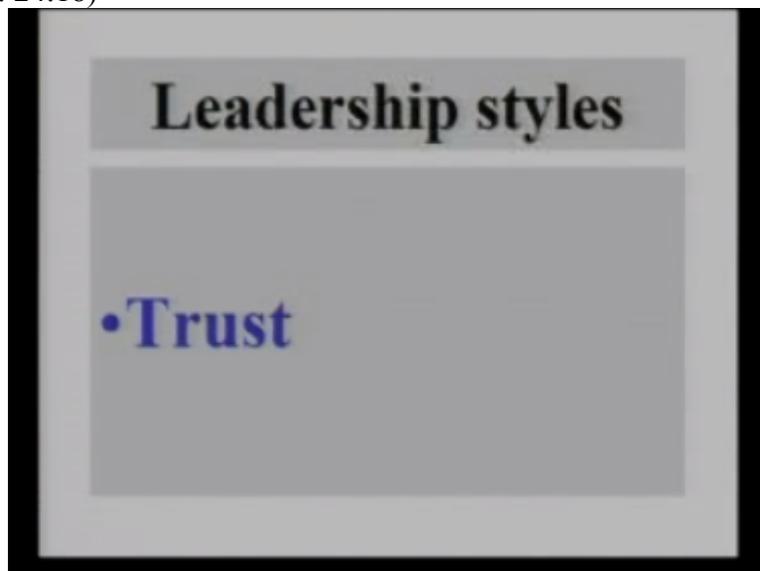


In this process what we find that leaders vision very important when you become a manger and we seen earlier that you will become a manager but in order to become a successful manager you should also be a good leader. Have a good leader and successful manager you should have a vision, you should have good communication.

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Develop vision good communication we are seen earlier that what the meaning of communication create to climate to trust.
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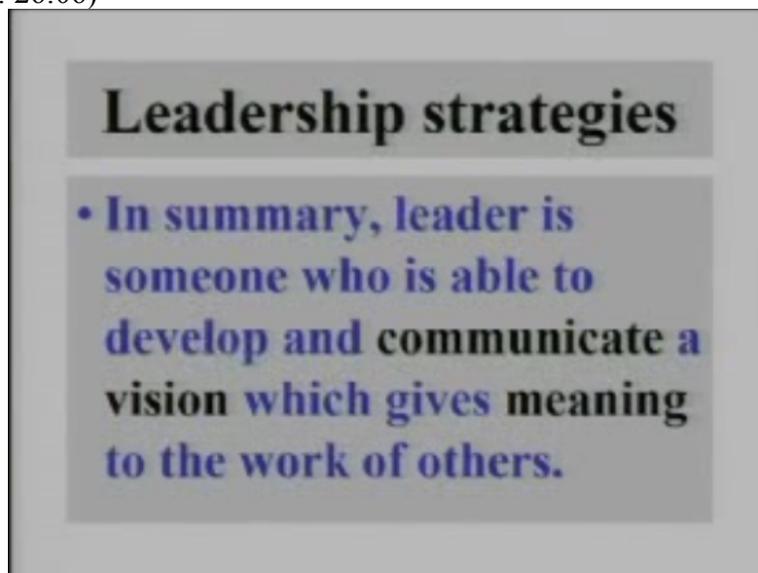


Because without creating the climate trust, perhaps you cannot not win the harsh of people you have to create condition. With people with full trust in you only than your interpersonal behavior becomes super.
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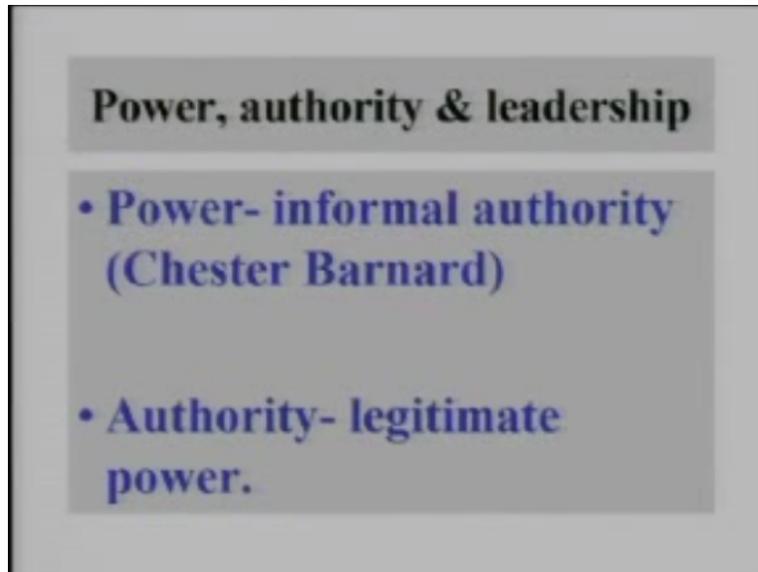
A successful leader or I will say successful manager we also a good leader they must also have self knowledge. Therefore when we are discussing these leadership styles including the characteristic in which we not discussing great to here but characteristic say the person has some kind of an emotional environment with is opportunity. Okay people has start having too much trust in the manager that they follow refers in with all kind of a trust he is a very caring man managers perhaps. Caring leader perhaps, lead all .On this no leaders to understanding that what could be the leadership strategies

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And here we are discussing that leader is someone, finally we are trying to look at what, we look at in whatever we have discussed in the past two or three hours perhaps, about leadership at the place of work, that a leader is someone who is able to develop and communicate a vision which gives meaning to the work of others, which gives meaning to the work of others, now very close to the understanding of leadership style is our understanding of power authority and leadership.

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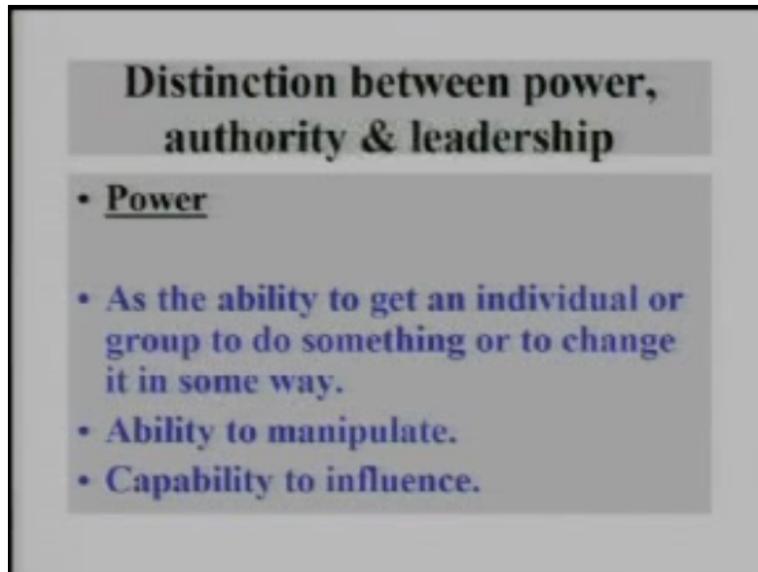


In fact many of you might think that if you are talking about the issue of authority and power, this is synonyms to the leadership, in fact we have discussed the role earlier in our course, at leadership role when a person is playing the different types of leadership roles, try to that are some kind of a authority, particularly in a formal role that a person is playing, and here what we trying to understand is that.

We make distinction between power and authority. Power as we understand that power is informal authority, and authority even we used the word authority just a legitimate authority, that is given to him as part of the role that the person is playing, so that distinction we have to understand, when we are trying to look at the whole process up leadership, as we have seen leadership is a sign to you at the place of work, leadership is your personal trade, leadership is their analysis of followers.

And the leadership is over all work situation and we are looking at the work performance, but very closely tied to when we are talking about formal situation the legitimate authority, the issue for legitimate authority.

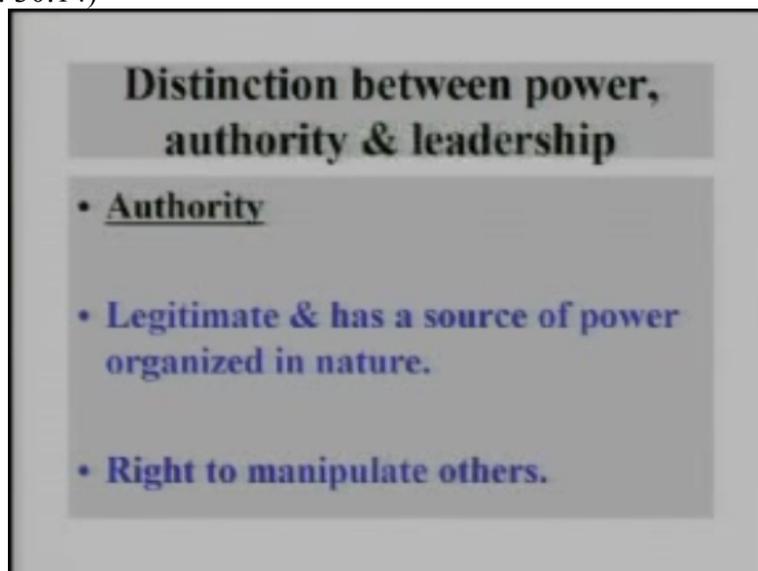
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So here I make a distinction to make you understand that the understanding of leadership is not complete unless we have understood a distinction between power authority and leadership, now power as we are saying is an ability to get an individual or group to do something or to change it in some way, ability to manipulate, capability to influence, we trying to understand the power, and many a times in our day today conversation.

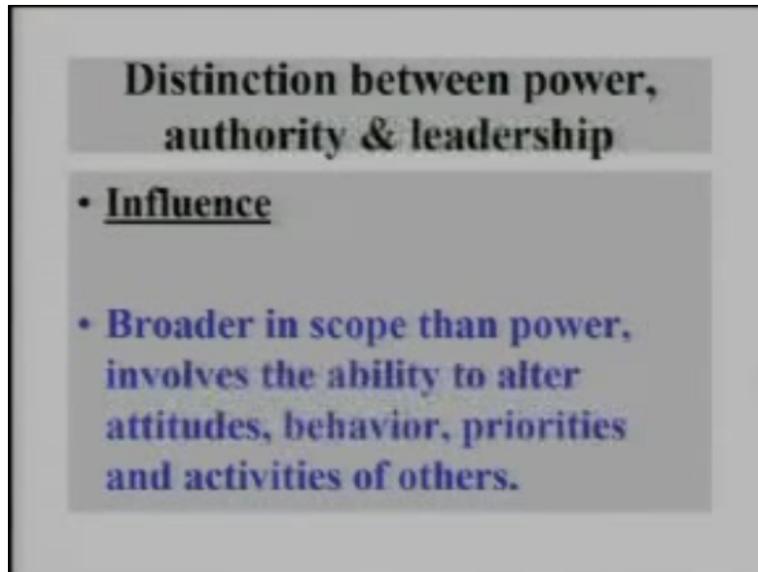
Often we forget to make a distinction between power and authority, often me we use this to very much interchangeably, because in some positions of authority also exercise some power, now when we call it authority.

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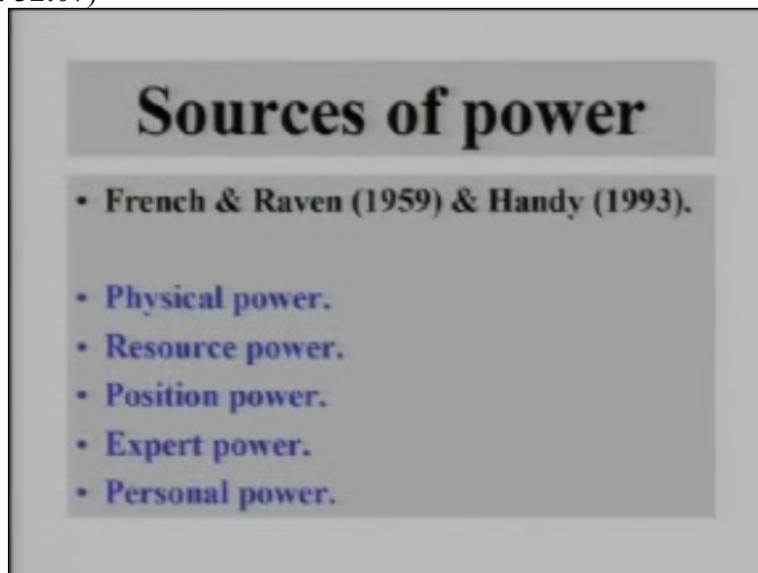
Then we mean the legitimate authority and that had which could be a social power organized in nature, nature of that role, that you are trying to practice at that movement, authority also talks about that you have right to manipulate others, and closely tight to the concept of power authority and leadership in the process of influence.

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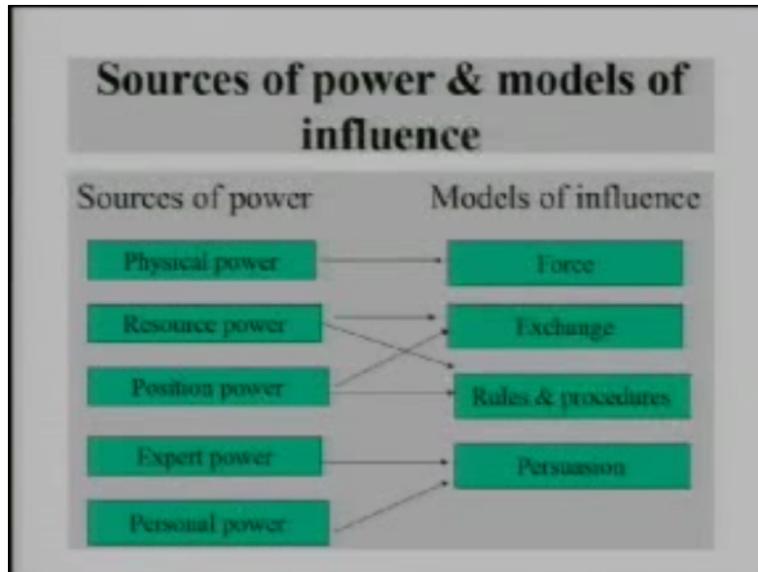
Which refers to broader scope of the process and we call influences as a broader in scope than power and which involves the ability to alter attitudes, behavior, priorities and activities of others, because influence will take some time is not that influence is just in one particular action, it goes in on in, on in on, but in terms of your power, perhaps acted in your particular movement and you shown your power.

Never the less influence is an important factor and lying factor, in that whole process of authority and leadership, now when we are talking about power.
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One could have physical power, one could have resource power, one could have position power, one could have expert power or one could have personal power, and in fact the person is using trying to use all that in a enough formal situation, and in fact we could have used the word in a power and authority.

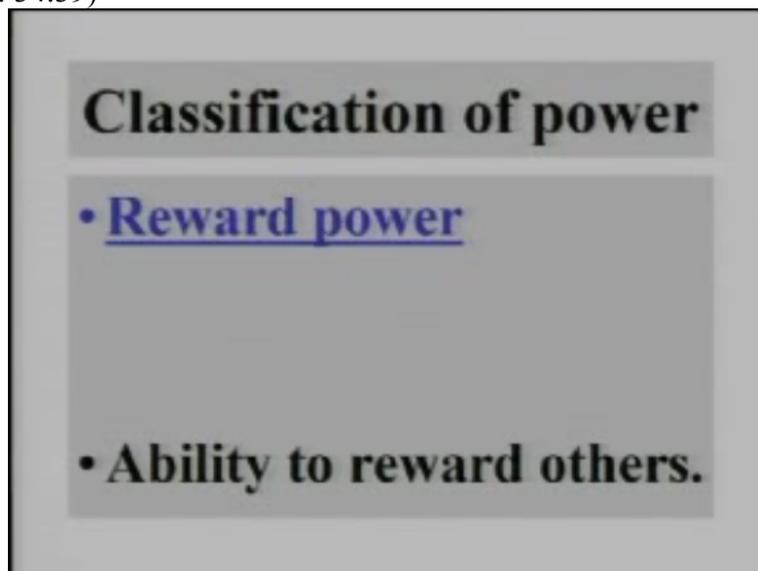
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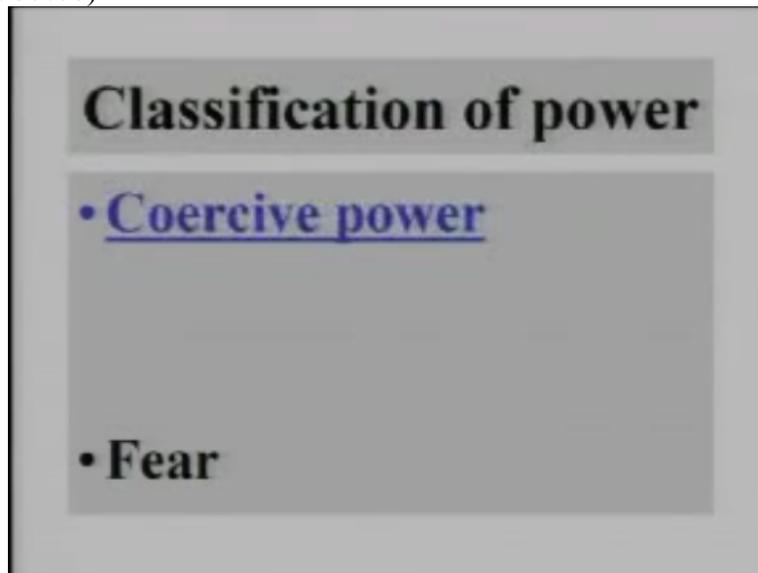
The physical, so here there is a module proposed by the same author that the physical power, resource power, position power, expert power and personal power, they influence different type of behavior in organization, so the physical power is using force, then the source and the position power is using exchange rules and regulations, expert power and personal power are using persuasion, it may not be return anywhere in the company charter. But the personal power, which we can say.

Which leads to the leadership, style of the charismatic style, persuasion is the model of influence, so we are trying to discuss the modules of influence in terms of different types of power people, exercise in an organization, which are of course related to the authority and leadership in an organization, I am sure you have many examples also in your mind. But when we formally look at these are situation we find that manager also need to understand and exercise their power very judisiantlly also another type of power that we talk about in a formal organization is the reward power.

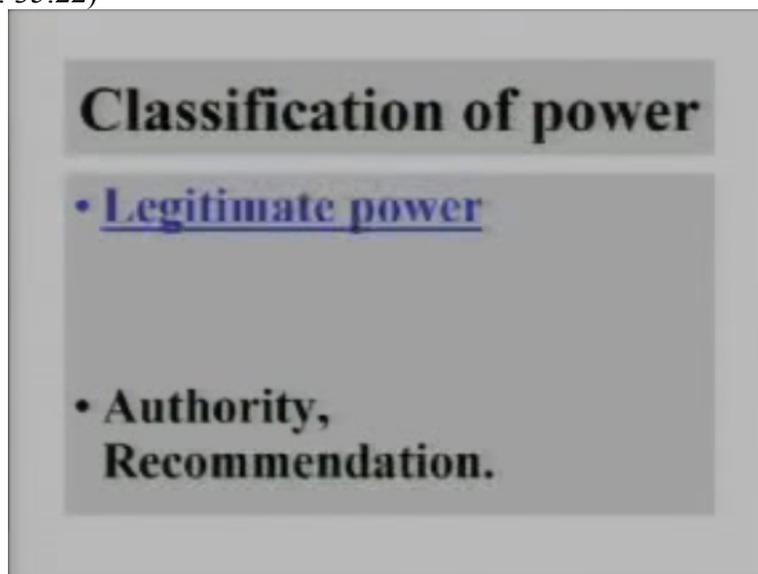
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The role that you are playing, what the reward power that is attributed is or which is embedded into that particular role and this includes the ability to reward others.
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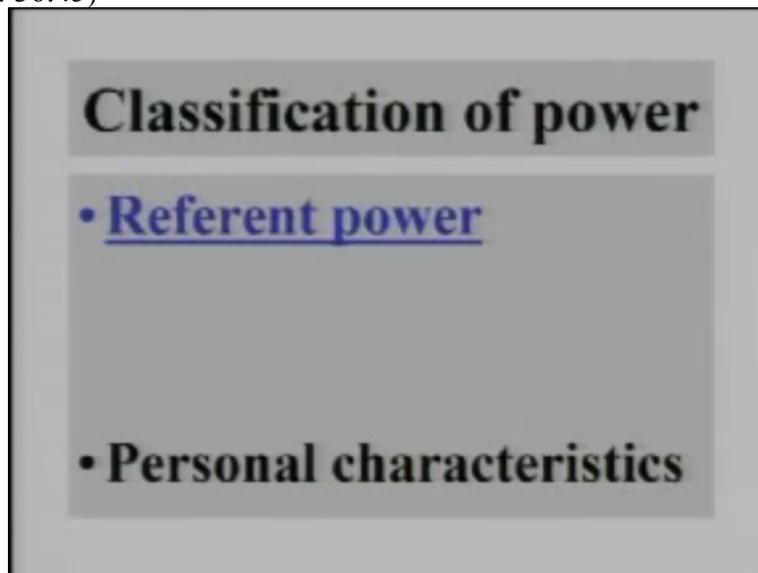
Power could also be Coercive, which creates fear in this coordinates, but power could be legitimate.
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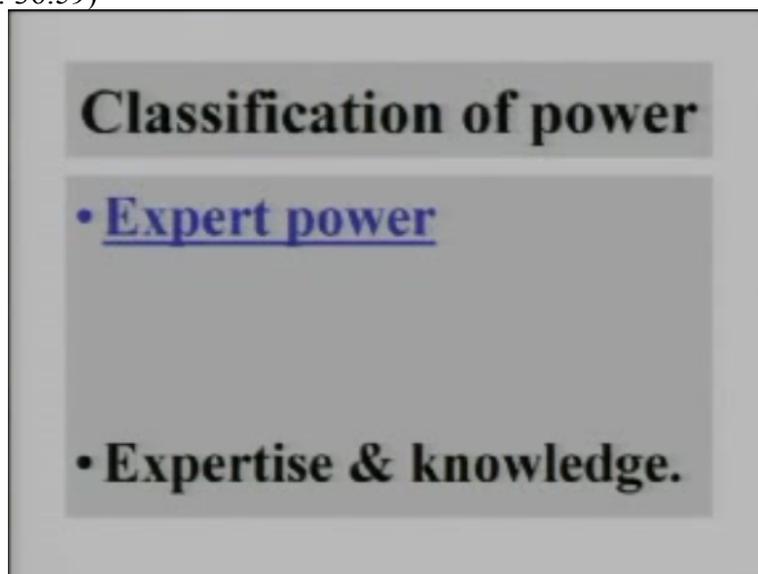
Which is the legitimate authority given to you with that role and it is recommended, so as a leader when you are trying to act upon in a formal situation, you have to use the your authority, which is legitimate given to you, because you have being given to that particular role or you can say that position, that post okay and with all positions with all post all roles some kind of authority given to you.

That is the legitimate authority which is given to you, and you are suppose to exercise that very judisiantlly okay, but unfortunately what happens the other variants that we have discussed, the Corsica power, also the rewarded power you know whether you using it judiciously no that is a

fantastic question? Okay, but you are not really suppose to use the Corsica power, I mean that freely In fact you know that should not be use at all, in addition to this there is a referent power.
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Which we call as the personal characteristic, which is included in personal characteristic we can say, there are referent power.
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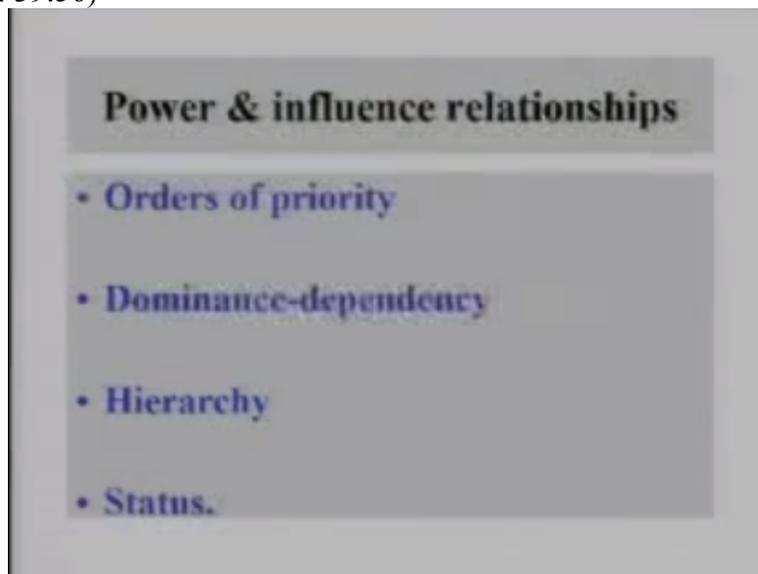
You have expert power, and one may be very low at a very lower level in the hierarchy of an organization, you understand the hierarchy of an organization, that when you have an organization chart, there is a general manager, assistant managers, there are four men, there are supervisors, so that the way the organization chart, we discuss, we have discussed that earlier also, so in that when a person is down very low in the level of that organization chart. But the person may still have some kind of authority, which is the expertise or knowledge, a person very low in is power.

But low level in hierarchy but high in the power of the knowledge and expertise, will also commands some authority, so you have a very young manager, when you join an organization, but you are joining with some command of knowledge, you will exercise some authority and power in your organization.

So you need not become the top one, but your knowledge takes you to the hire level because you have that authority of expertise, so that becomes another source of power that a person might have, and that is why many a times if the organization is in crisis and we will remember in the lower level people or some experts from some departments and will called him because we know that the person does in authority.

In the subject okay one need not we the general manager of the company or the managing director company but there are the experts in every organizations and the need not we are did a very top level they may be very young enthusiastic Intelligent experts like you, you people and then you are in the man because of that authority that is there with you okay So question is not that the leadership one commands authority and leadership only one when goes to the term one could also command authority and leadership by virtual once knowledge and expectations.

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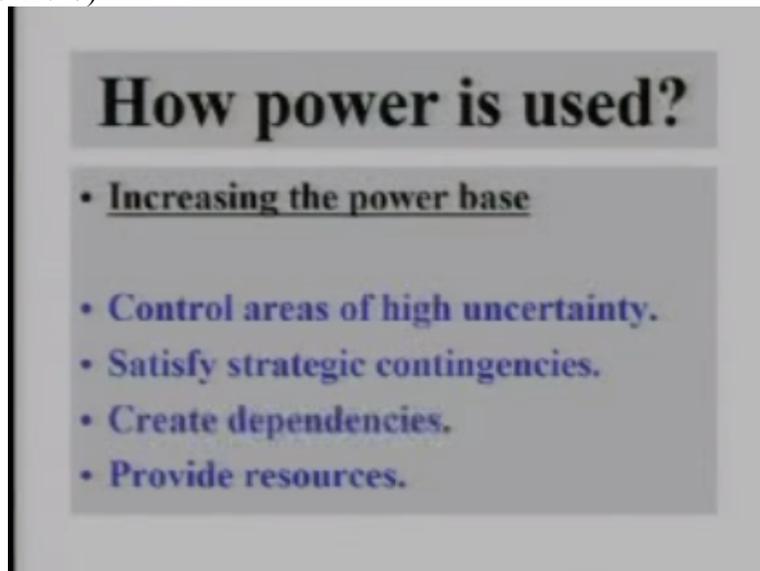
So the power influence relationship when we understand that case number of characteristics this is based on the orders of priority dominance dependency relationship hierarchy and status and some of this I have already discussed during my earlier discussing so we have direct with all this aspects in our discussion further we have friendship.

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We have friendship we have describe and also the organization features, organization features we have if you recollect many at time we have talked about the type of industry the type of word demand the type of works flow the type of authority structure the type of technology we have talked about in additional features earlier in also with many other topics in clouding the organizational values organizational vision so when we talked about organizational feature these include whose all these variable which relate to the characteristics of organization and these also influence the part influence relationships.

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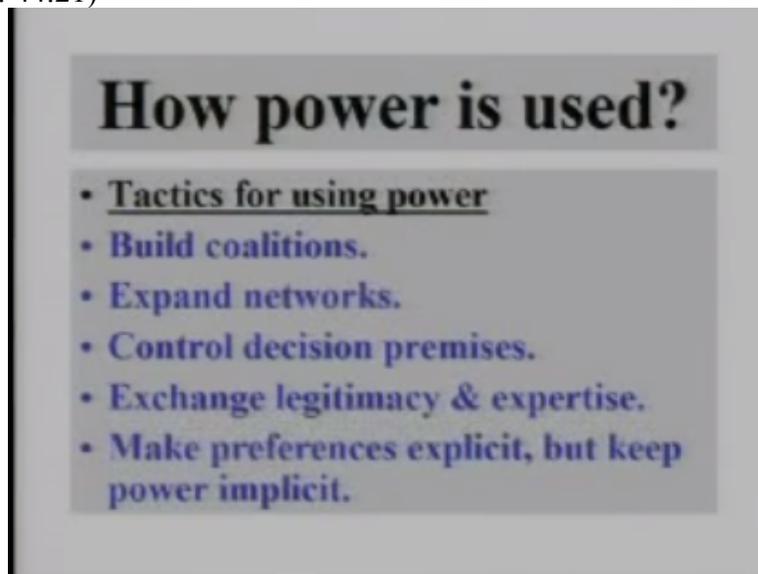
So when power is used this is used b y increasing the power base, and we make use of power by using control area of un certainty satisfied strategic contiguous create dependencies and provide resources, see uncertainty is an important aspects of any situations where we are trying to manage because exotic you know that all you have the , the algorithms for all the situations

perhaps very few situations while you are managing a social system managing and organizations and certainty is Innovative.

In your decision making situations so that is the great challenge for you and so this strategic contingencies which relate to uncertainty that the there are many continuous situations which are coming and which create challenge for you and therefore creating some dependency related to those contingencies and uncertainty is and we have talk to me is also there is sources so providing resources for achieving results. And that is the way dynamics and used in an organizations as a manager.

You have to thing can we have to practice some of this issues do not just take in known that you have got the position in of a power an authority and so you can user power the way you live you have to very, very careful very, very circuitous in using your in power in authority as part of in your managerial leadership style and of course many authors are given that there are statics for using power.

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He can build coalitions you can expand networks you can control decisions premises you can exchange let legitimacy and expertise's you can make preferences explicit keep implicit many managers have used some of this cactus for making use of their power in influence situations you need not use all the tactics but some of this sometimes might help you in developing style of achieving sizes but remember.

You have always to analyses leadership situation you have to analyze you followers you have to analyze the task at hand and then decide that do we really need any kind of strategy or any kind of a expansion of network do you really need in any kind of a exchange and expertise's in this situations and you can see that and developing all this situations participative management as create help also the literature see because we are also talking about organizational politics and some time when we are discussing the issue of leadership authority influence there is an organizational politics also simultaneously going on because, because that is the part of human nature so people also play.

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How power is used?

- Playing political games:
- Insurgency game
- Sponsorship game.
- Empire-building game
- Expertise game.
- Rival camps game.
- Strategic candidates game.
- Young Turks game.

Some of the political games and some of these which are listed by some authors are is in insurgency game, sponsorship games, empire building game, expertise games, rival camps games, strategic candidates games, young trucks games these are some of the games if you would recollect we had talked about transactional analysis in one of earlier lectures and there we will talking about different types of transactions games that replay and which mangers play at the place of work okay these could be taken as you know some of the games people play at the place of work okay and most of them maybe a very designed kind of a game okay but that we have to see that what games we have to play and how you decisions are ethical are we in playing these games.

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Patterns of influence

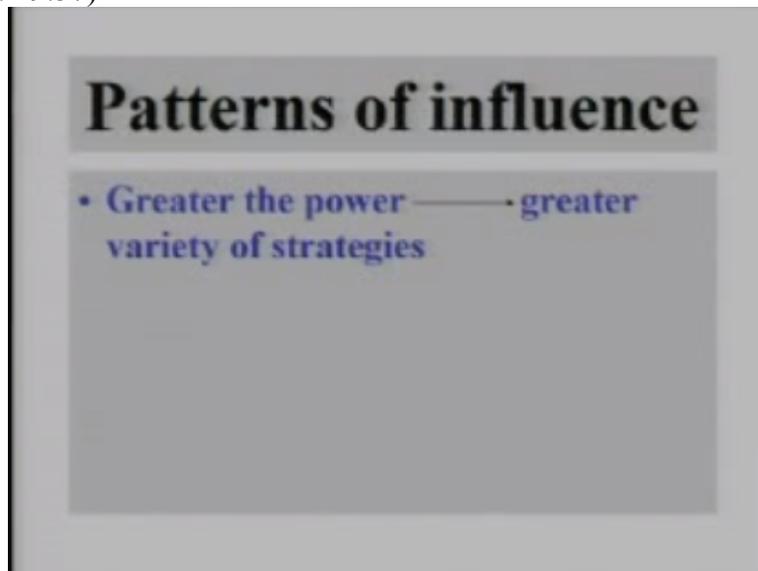
- Reason
- Coalition
- Assertiveness
- Sanctions
- Friendliness
- Bargaining
- Higher- authority

Then we come to the pattern of influence the patterns of influence could be understood as a reasons, coalition, assertiveness, sanctions, friendliness, bargaining, higher authority some of the patterns of influence we have listed here, seen on this topics we can go on and on because human behavior and social system both are so complex that an ever since humanity there we have been

debating on various issues of how to make a very effective work performance situations so we have lot of knowledge impact into this so we can go on and on discussing when we have this issues here I am giving you some idea about how could you use affectively your leadership style how could you influence.

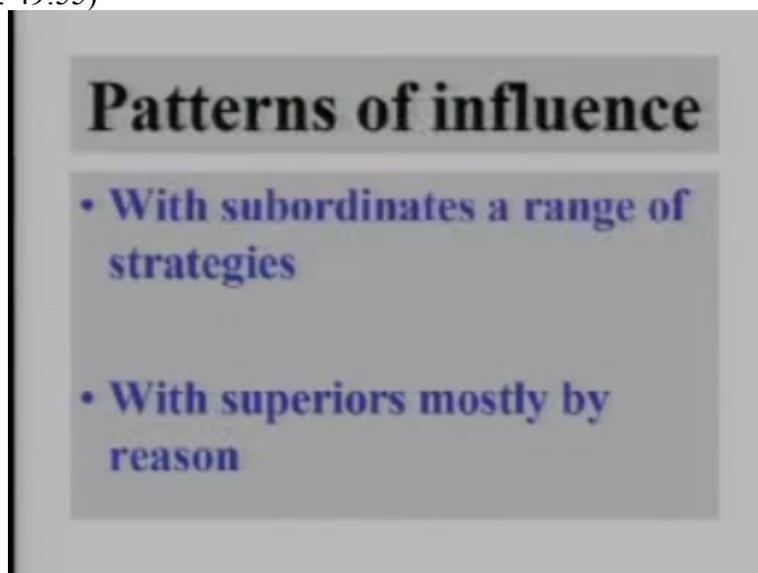
What is the distinction between power authority and how do you become one of the best managers but much also depends on your practice of some of these issues and lot anything have been written by authors and based on experience based on experimentation based on the various you know publications and also he greeted the power.

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Greater the variety of strategies greater the power greater the variety of strategies

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And finally we come to the a patterns of influence in terms of that influence when it works that has to be understood which sub ordinates range of strategies we have talked about leadership and we have talked about that followers are the important components of understanding of the overall

leadership situation therefore subordinates range of strategies with superior mostly by reason, and when we combine the two we find that the influence process is working now with all these discussion.

We have and about more than 2 hours in fact about these are discussion on what leadership is all about how this human characteristic. Influence this social system and manager and the place of work has to be also a great leader in order to become a very good manager and in that he has to understand this slightly of this subordinates slightly of the followers he has to achieve the task performance.

Because if we are talking about manager in a formal system in a work organization because here are reference has been mainly to managers at the place of work. We have not dealt with the latest then there is leaders and the other social leaders and social actives we have not dealt with that proof of leadership we have dealt with basically the work organization and managers are the leaders in a work organization.

So the issues that we have picked up relate to the social influence process that works as part of the authority power authority and leadership in organizations. And we could we impart leadership to our young managers in order to become very active effective leader with this we have completed our discussion on motivation group behavior the roles people play the transactional analysis different styles of leadership.

And it is relationship with influence and the authority process whatever have discusses this is not end lot many things have been written there are so many new publications are coming up and every day particularly because India is going global even in India we have been doing lot of studies which relate to this, this issues so maybe sometimes in some other chapters also this references will come and we might you know set of pickup you know and picking choose from what we have discussed in some of these lectures okay.

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