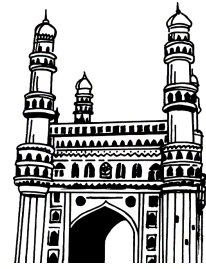


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LEADERSHIP AND CHANGE MANAGEMENT

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UNIT - II

Leadership Theories and styles : Contingency theories of Leadership- Fiedler's Contingency Model, The path-Goal Theory, The Hersey - Balanchard Situational Leadership Theory, Transformational Leadership, Transactional Leadership Style, Charismatic Leadership. Leadership and Empowerment, Servant leadership, Team leadership, Leadership Ethics.

UNIT - III

Organizational Change – Change, Nature of organizational change – Sources of change - Environmental triggers of Change, Organizational responses to change, Impact of change on organizations - Resistance to change. Types of change, changing faces of change, Predictable Change, Diagnosing change situation. Perspectives on change - Contingency Perspective - Resource dependence Perspective - Population ecology Perspective - Institutional perspective.

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UNIT - V

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- 1. Define Leadership ? What are the features and importance of leadership?**

Ans : (Dec.-19)

Refer Unit-I, Q.No. 1

- 2. Enumerate the Role and Functions of a Leader.**

Ans : (Dec.-19)

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- 3. What are the Characteristics of an Effective Leader ?**

Ans : (Sep.-20, Dec.-19, Imp.)

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- 4. Explain in detail about Effective Leadership Behaviors and Attitudes.**

Ans : (May-19, Imp.)

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- 5. Explain about Ohio State Leadership Study.**

Ans : (Dec.-19, May-19, Imp.)

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- 1. Explain about the Fred Fiedler's Contingency Model.**

Ans : (Imp.)

Refer Unit-II, Q.No. 2

- 2. Explain about the The path-Goal Theory.**

Ans : (Imp.)

Refer Unit-II, Q.No. 3

- 3. Explain about the Hersey Blanchard Situational leadership theory.**

Ans : (May-19, Imp.)

Refer Unit-II, Q.No. 4

- 4. Define Transformational Leadership. What are qualities and model of a Transformational Leadership?**

Ans : (Sep.-20, Dec.-19, Imp.)

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- 5. Explain about the Transactional Leadership Style.**

Ans : (Sep.-20, Dec.-19, Imp.)

Refer Unit-II, Q.No. 6

- 6. Discuss about the Team Leadership.**

Ans : (Sep.-20, Dec.-19, Imp.)

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- 7. What is Leadership Ethics? and Explain the concept of leadership ethics.**

Ans : (May-19, Imp.)

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UNIT - III

- 1. What is the Organizational Change? What are the Forces/Factors of Organizational Change ?**

Ans : (Sep.-20, Dec.-19, Imp.)

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- 2. Explain the Nature of Organisational Change. and its major types of changes.**

Ans : (Sep.20, Imp.)

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- 4. Discuss about the Changing Faces of Change**

Ans : (May-19, Imp.)

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- 5. Discuss about the resources depends perspectives on change.**

Ans : (May-19, Imp.)

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1. What are the different models of structure?

Ans : (Dec.-19, Imp.)

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2. Discuss about the Organizational Structure and Change.

Ans : (Imp.)

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3. What is organizational culture? Explain the levels of organizational culture.

Ans : (Imp.)

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4. What are the Dimensions of Organizational Culture?

Ans : (Sep.-20, May-19, Imp.)

Refer Unit-IV, Q.No. 9

5. What are the Sources of Organizational Culture?

Ans : (May-19, Imp.)

Refer Unit-IV, Q.No. 10

6. Discuss about the Power and conflict in times of change.

Ans : (May-19)

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7. Discuss the role of management and leadership in change.

Ans : (May-19, Imp.)

Refer Unit-IV, Q.No. 17

UNIT - V

1. Explain in detail about organisational development.

Ans : (Sep.-20, Imp.)

Refer Unit-V, Q.No. 4

2. What are the steps in OD process ?

Ans : (Sep.-20, Imp.)

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3. What are the Trends and Factors for Effective Change ?

Ans : (Imp.)

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4. Explain the demographic changes in UK.

Ans : (May-19, Imp.)

Refer Unit-V, Q.No. 8

5. Discuss in detail multiple paths to change.

Ans : (May-19)

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6. Discuss about developing leadership skills in organisation.

Ans : (Imp.)

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UNIT I

Introduction to Leadership – Leadership, role and functions of a Leader, Leadership motives Characteristics of an Effective Leader, Leadership as a process - the complexities of leadership - Effective leadership behaviors and attitudes – Leadership and power, coercion, Management, Trait approach, Leadership Behaviour and styles – Lewin's Leadership styles, Ohio state Leadership study, The University of Michigan Study, Blake and Mouton's Managerial Grid.

1.1 LEADERSHIP

Q1. Define Leadership ? What are the features and importance of leadership?

Ans : (Dec.-19)

Leadership is a process by which an executive can direct, guide and influence the behavior and work of others towards accomplishment of specific goals in a given situation. Leadership is the ability of a manager to induce the subordinates to work with confidence and zeal.

Leadership is the potential to influence behaviour of others. It is also defined as the capacity to influence a group towards the realization of a goal. Leaders are required to develop future visions, and to motivate the organizational members to want to achieve the visions.

Definitions of Leadership

1. **According to Keith Davis**, "Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates it towards goals."
2. **Koontz and O'Donnell**, Leadership is the ability of a manager to induce subordinates to work with confidence and zeal.
3. **Dubin, R.** Leadership is the exercise of authority and making of decisions.
4. **Allford and Beaty**, Leadership is the ability to secure desirable actions from a group of followers voluntarily, without the use of coercion.

5. **George R. Terry**, Leadership is the activity of influencing people to strive willingly for group objectives.

6. **Hemphill, J.K.**, Leadership is the initiation of acts which result in a consistent pattern of group interaction directed towards the solution of a mutual problem.

7. **Jame J.Cribbin**, Leadership is a process of influence on a group in a particular situation at a given point of time, and in a specific set of circumstances that stimulates people to strive willingly to attain organisational objectives and satisfaction with the type of leadership provided.

8. **Peter Drucker**, Leadership is not making friends and influencing people, i.e., salesmanship it is the lifting of man's visions to higher sights, the raising of man's personality beyond its normal limitations.

Characteristics of Leadership

1. It is a inter-personal process in which a manager is into influencing and guiding workers towards attainment of goals.
2. It denotes a few qualities to be present in a person which includes intelligence, maturity and personality.
3. It is a group process. It involves two or more people interacting with each other.
4. A leader is involved in shaping and moulding the behaviour of the group towards accomplishment of organizational goals.
5. Leadership is situation bound. There is no best style of leadership. It all depends upon tackling with the situations.

Importance of Leadership

A leader has a very important role to perform in an organisation. The leadership exerted by him is vital for the organisational success. The following points highlight the importance of leadership in an organisation,

1. Leaders are mainly responsible for the success or failures of the firms. The way in which leaders carry out their tasks helps in determining the success or failures of the organisation.
2. It is very important for the organisations to motivate their employees, so that they can perform well. An effective leader through his leadership process encourages and motivates the employees towards high performance.
3. An effective leader increases the confidence level of his followers by advising and guiding them. This in turn helps the organisation to obtain good results.
4. An effective leadership helps in increasing the morale and self esteem of the employees. Increase in the morale of the employees help in increasing the productivity and stability of the organisation.
5. The way the leaders treat their employees helps in determining whether the employees will stay or leave the organisation. So, the leaders should effectively treat the employees for retaining them in the organisation.

Thus, from the above points, it is clear that leadership plays a very important role in an organisation.

1.2 ROLE AND FUNCTIONS OF A LEADER

Q2. Enumerate the Role and Functions of a Leader.

Ans : (Dec.-19)

Following are the main roles of a leader in an organization :

1. **Required at all levels-** Leadership is a function which is important at all levels of management. In the top level, it is important for getting co-operation in formulation of plans and policies. In the middle and lower level, it is required for interpretation and execution of plans and programmes framed by the top management. Leadership can be exercised through guidance and counseling of the subordinates at the time of execution of plans.
2. **Representative of the organization-** A leader, i.e., a manager is said to be the representative of the enterprise. He has to represent the concern at seminars, conferences, general meetings, etc. His role is to communicate the rationale of the enterprise to outside public. He is also representative of the own department which he leads.
3. **Integrates and reconciles the personal goals with organizational goals-** A leader through leadership traits helps in reconciling/ integrating the personal goals of the employees with the organizational goals. He is trying to co-ordinate the efforts of people towards a common purpose and thereby achieves objectives. This can be done only if he can influence and get willing co-operation and urge to accomplish the objectives.
4. **He solicits support-** A leader is a manager and besides that he is a person who entertains and invites support and co-operation of subordinates. This he can do by his personality, intelligence, maturity and experience which can provide him positive result. In this regard, a leader has to invite suggestions and if possible implement them into plans and programmes of enterprise. This way, he can solicit full support of employees which results in willingness to work and thereby effectiveness in running of a concern.
5. **As a friend, philosopher and guide-** A leader must possess the three dimensional traits in him. He can be a friend by sharing

the feelings, opinions and desires with the employees. He can be a philosopher by utilizing his intelligence and experience and thereby guiding the employees as and when time requires. He can be a guide by supervising and communicating the employees the plans and policies of top management and secure their co-operation to achieve the goals of a concern. At times he can also play the role of a counselor by counseling and a problem-solving approach. He can listen to the problems of the employees and try to solve them.

Functions of Leader

Some of the many different functions that a leader has to perform are:

1. **Policy Maker:** An important function of the leader of any social group is to plan out the group goals objectives and policies. He has to lay down specific policies and objectives and inspire subordinates to work towards the attainment of the goal.
2. **Planner :** The leader also functions as a planner. He decides the ways and means that are to be adopted to achieve the objective of the group. He draws up both long-term and short-term plans. Based on it, he prepares a step-by-step plan to achieve the group's objectives. He also plans for contingencies or unexpected events.
3. **Executive:** Setting goals and drawing plans is of no use until and unless they are implemented. In his executive function, the leader has to ensure that the plans are executed. The leader has to coordinate the activities of the group. As an executive, the leader does not carry out work or activities himself but assigns it to other group members and ensures that they implemented.
4. **External Group Representative:** The leader has to assume the role of representative of the group in its external relations. All incoming and outgoing communications are channeled through the leader. Members of other groups deal with the leader as a representative of the particular group. He is the official spokesperson of the group.
5. **Controller of Internal Group Relationship :** The leader controls the internal relations among the members of the group. All communication in the group is channeled through him. He tries to establish good relations among the group members. He encourages team spirit and tries to develop the group in to a cohesive unit.
6. **Controller of Reward and Punishment :** The leader uses the power to give rewards and punishments to motivate, discipline and control group members. He rewards members who contribute and work towards the attainment of group goals and punishes those obstruct the group's progress.

Rewards may be in the form of cash rewards, appreciation in public, promotion, increased status etc. Punishment may be in the form of scolding, taking away responsibility assigned, penalties etc.
7. **Arbitrator and Mediator:** The leader acts an arbitrator and mediator when there are conflicts or differences in the group. He must resolve disputes in a fair and just manner. He tries to establish good inter-group relationships, reduce tensions in the group and establish harmony.
8. **Exemplar:** The leader serves as a role model to the members of the group. He must serve an example for other to follow and set high standards. The leader must 'walk the talk.' He should practice the ideology, beliefs, values and norms laid down in the group,
9. **Father Figure:** The leader has to sometimes play the emotional role of a father figure for members of the group. He has to be a source of psychological and moral support to the followers. He guides his followers not only in work related issues but also helps in their personal life. He sometimes acts as a

punching bag for the frustrations of the followers. The followers vent out their feelings on him.

- 10. Scapegoat:** The leader is accountable for the performance of the group. Hence when the group does well the leader gets a lot of credit for it. However, when the group performs poorly or fails the leader is held responsible for it even though the leader did everything possible. Thus he has to play the role of a scapegoat.

1.3 LEADERSHIP MOTIVES

Q3. Discuss about Leadership Motives

Ans :

Effective leaders are different from non leaders and less effective leaders because of their needs and motives. Usually, leaders prefer a position of responsibility and willing to control others. Leadership motives are of four types and all are task related motives.

1. The Power Motive

It is necessary for effective leaders to control resources. Leaders who possess high power motives have three characteristic features.

- Leaders behave vigorously and passionately to apply their power.
- They utilize their time in finding way to modify the behaviour of others.
- They are concern about their personal position along with their colleagues.

The power motive is essential for influencing others. Power cannot be viewed as good or bad, it can be used in two ways i.e., for the benefit of power holder (personalized power motive) or for the sake of helping others (socialized power motive).

Personalized power Motive: leaders who possess personalized power motive use power mainly to promote their interests. They utilize power for status symbols, luxury and money.

Socialized power motive: Leaders who possess socialized power motive utilize their power

basically to reach goals or vision of organization. They use their power to help others.

2. Drive and Achievement Motive

Leaders are usually known because of their efforts which they utilize in attaining work goals. It is necessary to provide strong motivation for leadership. Drive implies propensity and persistence in utilizing energy. Drive also comprises of achievement motivation wherein leaders find pleasure in achievement. Entrepreneurs and high-level corporate managers possess strong achievement motivation and constant desire to,

- Utilize own efforts in achieving goals and are alone responsible for success or failure.
- Take risks which can be borne by his own efforts.
- Take feedback for performance.
- Initiate innovative, novel or creative solution.
- Plan effectively and set up goals to achieve.

3. Strong Work Ethic

Leaders who are effective possess strong work ethic and have firm belief in dignity relating to work. They are well motivated as they give preference to hard work. Organizational leader must have strong work ethic which enables them to understand and value the group task.

4. Tenacity

The last motivational characteristic of organizational leaders is tenacity. They are tenacious who can easily overcome obstacles compare to non leaders. Importance of tenacity should be more in organizational leaders as it takes much time to execute a new program. It is also essential for leaders to be tenacious to expand their business.

1.4 CHARACTERISTICS OF AN EFFECTIVE LEADER

Q4. What are the Characteristics of an Effective Leader ?

Ans : (Sep.-20, Dec.-19, Imp.)

Characteristics of a Leader

A great deal of research has been carried out to find out the physical, intellectual and personality characteristics that distinguish leaders from non-leaders and successful leaders from unsuccessful leaders.

Research findings indicate that successful leaders possess the following characteristics :

1. **Drive :** This includes desire for achievement, ambition, high energy, tenacity and initiative. Most leaders have a clear sense of purpose (or mission), clear goals, focus and commitment.
2. **Intelligence:** Leaders are generally more intelligent than the followers. It was found that leaders have higher intelligence than the average intelligence of the followers. It was also found that the leader should not be far more intelligent than the followers.
3. **Energy levels and stress tolerance :** Leaders are very energetic and have the ability to tolerate high levels of stress. These qualities enable the leader to deal with role conflicts and handle the pressure of making important decisions with inadequate information.
4. **Optimistic: Most leaders are highly optimistic:** They always look at the brighter side of life. For them the glass is always half-full rather than half-empty. Even in the worst situations, they see something to smile about.
5. **Emotional maturity:** Leaders are emotionally mature and stable. They are not self-centered and have greater self-control. They do not get easily upset or excited. Emotional maturity helps the leaders to

maintain cooperative and good relation with their subordinates, peers and superiors

6. **Honesty and integrity:** Leaders are trustworthy, reliable and open. They are not hypocrites and their behavior matches the values they hold and speak of.
7. **Leadership motivation:** This is the desire to influence and lead others but not to seek power for its own sake. Leaders exercise influence over others to reach shared goals.
8. **Self-confidence:** They have faith in their own abilities and believe in themselves. They are persistent and continue to work toward the goal despite problems and setbacks.
9. **Cognitive ability:** Leaders have a high ability to integrate and interpret large amounts of information.
10. **Knowledge of the business:** Leaders are well informed about industry and other relevant technical matters.

1.5 LEADERSHIP AS A PROCESS

Q5. Discuss about Leadership as a Process.

Ans :

According to Peter Northouse, "leadership is a process wherein an individual influences a group of individuals to achieve a common goal".

Leadership as an Influencing Process

Influencing is considered as a process where a leader communicates his ideas to his followers, obtain their acceptance and encourages them to execute and support their ideas through change.

Leadership is a mutual influence process where a leader influences his followers and followers influence their leaders.

Leader's Influence on Followers

The five sources of power which a leader has helps in changing the behaviour of his followers.

(i) Reward Power

The ability of a leader to reward his followers is considered as reward power.

(ii) Coercive Power

The ability of a leader to threaten or punish his followers is considered as coercive power.

(iii) Legitimate Power

The power which a leader enjoys after taking up a particular position in an organisation is considered as legitimate power.

(iv) Expert Power

The power which a leader obtain from his specialised skills and knowledge with respect to the task carried out by the subordinates is considered as expert power.

(v) Referent Power

This power depends on the degree to which the employees identify, respect and want to follow their leaders.

Follower's Influence on Leaders

The followers and situations influence the leaders in the following ways.

1. Leaders are influenced by the responses or the performances given by their followers.
2. The characteristic features of the followers such as young or old, personal background, educational qualification etc., influences the leaders.
3. The nature or the significance of task carried out by the followers.
4. The organisational policy, its environment and climate influences the leaders.
5. Influence of the peers or the co-employees on their leaders.

Thus, in this way, leaders influence their followers and followers influence their leaders.

Leadership as an Interactive Process

Leadership is the result of the interaction which takes place between a leader and his followers. It is a process which involves a leader, follower and a situation.

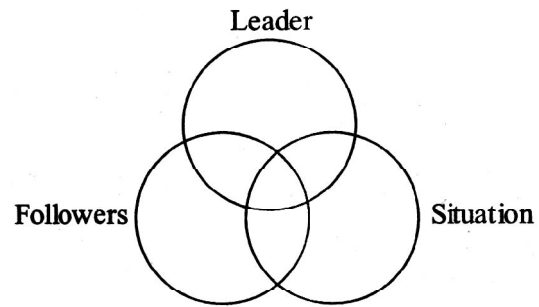


Figure: Interactional Framework of Leadership

Fred Fiedler was the first person who identified the significance of leader, follower and situation in the leadership process.

1. The Leader

A leader is a person who gives meaning to the position of leadership equation. It consists of personal history, interests, traits and motivation. All the leaders do not have similar characteristics. Leaders are different from

their followers and there is difference between an ineffective leader and an effective leader in terms of traits, cognitive abilities, skills and values. Personality of a leader also have an effect on leadership which means the leader can be calm or lose his temper.

The other vital factor of leadership is how he/she has worked for achieving leader's position. Basically, there are two types of leaders, one is an elected leader who is selected by the superiors and other is the one who emerges from the votes of the followers. History and background of a leader also plays an equally important role in an organisation apart from the above qualities. History of a person helps in revealing the effectiveness of a leader. The leaders who are selected from within the organisation are more familiar with the other people in the organisation than the leaders who are selected from outside the organisation.

The legitimacy of a leader can influence the follower's participation in selection of a leader. If a follower is aware of the fact that the boss has cordial relationship with the top level management, then a subordinate will not be willing to make their

complaints to the top level management. On the other hand, if the boss has hostile relationship with the top level management, then the subordinates will be making complaints to the higher ups or top level management.

2. The Followers

The followers are the most important element of the leadership process. The factors like follower's desires, personality traits, maturity levels, competence levels and motivation influences the process of leadership greatly.

The motivational level of the follower is also very important. The workers who share the goals and values of a leader and feels that they are basically rewarded for doing their job effectively will be intending to put extra effort and work for extra hours than those followers who feel that their motivation is rewarded in monetary terms. The other important variables which effects the interaction between leaders and followers are,

- i) Number of followers working under a leader.
- ii) Level of follower's trust in their leaders.
- iii) Leader's interest in the prosperity of the followers.

3. The Situation

The situation is the third component of the leadership process. Situation deals with the way in which the leader and the follower interacts in a particular situation. It is considered as the most confusing aspect of leadership system as it deals with a situation or task in which the worker from a group are engaged for performing the work.

Thus, from the above points it is clear that leadership is an influence interaction process.

1.6 COMPLEXITIES OF LEADERSHIP

Q6. What are the Complexities of Leadership.

Ans : (May-19, Imp.)

Leadership is the most dynamic and significant part of any organization. But, leaders has to face many complexities or challenges while using his leadership abilities, some of them are,

1. Different employees prefer different styles of leadership,' so it becomes a challenge for leaders to maintain a balance among them.
2. Lack of leadership consistency in the organization also creates a big challenge for leadership as employees expect to have a consistent style of leadership at all levels of hierarchy.
3. Leading a team is also a challenge relating to team building, team development and team management.
4. Developing managerial effectiveness among members also a challenge for leaders. Leadership often find difficulty in developing related skills like strategic thinking, prioritization, time-management, decision making and speeding up to become effective at work.
5. It is also a challenge to inspire others to make sure that they are well satisfied with job and working effectively.
6. Developing employees also create a challenge for leadership as it includes mentoring and coaching.
7. Leadership face a big challenge while guiding change in terms of managing, mobilizing, understanding and leading change. Guiding change means overcoming the outcomes, handling resistance to change and dealing with reactions of employees relating to change.
8. Managing internal stakeholders also creates a challenge in leadership with respect to managing relationships, politics and image.

1.7 EFFECTIVE LEADERSHIP BEHAVIORS AND ATTITUDES

Q7. Explain in detail about Effective Leadership Behaviors and Attitudes.

Ans : (May-19, Imp.)

Leadership is mainly related to the interpersonal aspects of a leader's job like planning, organising, controlling and administering. As there

is a direct impact of leadership on organisational performance, effective leadership is very important for any organisation. Leader's effectiveness mainly depends on the leader's behaviour. The task, relationship and change oriented behaviours are the basis for understanding the attitudes, behaviours and practices.

A) Task Oriented Behaviours

In the task oriented behaviours, leaders concentrate mainly on the performance of task. These behaviours are not concerned with the interpersonal aspects of leadership.

The following are the task-oriented behaviours which are important for effective leadership.

i) Flexible and Adaptable

It is very important for a leader to be flexible and adaptable to the various changing situations of the organisation. On the basis of the demands of the situation, the leader should select a suitable structure of the organisation. He should supervise the subordinates by providing training and developing their skill, so that they get adjusted in the organisation.

ii) Planning and Setting the Direction

One of the most important role of a leader is to implement change in the organisation and to set a direction for change. For setting the direction, leader creates a vision of the future and develops strategies for making the desired changes to achieve the vision. The leader should formulate short term plans and take actions for implementing plans by communicating them to the group members.

iii) Risk Taking

Risk is inherent in any business organisation. Unless and until risk is taken in the organisation, a leader cannot implement 'change'. Risk taking is very important for a leader and is an important aspect of leadership behaviour. So, a leader should be ready to take risk and help the group members to accept the change.

(iv) Monitoring and Guiding

Monitoring the operations and performance of the employees, helps a leader to plan and solve their problems. A leader should conduct periodic review meetings against plans and budgets and should monitor the key process variables. They should observe the operations and performances of the subordinates and provide feedback to them. They must also guide the group members about the way in which they should complete their task.

(v) Clarifying Roles and Objectives

Clarifying means "communicating" or "making clear". A leader should communicate about the plans, policies and role expectations to the group members. He should clearly define the job responsibilities and important rules, policies and requirements of the organisation to the group members. The performance goals set by a leader should be clear and specific. The main aim of the clarifying behaviour is to direct and integrate the work activities of the group members.

(vi) Performance Stability

A leader is said to be an effective leader, when he carry out his task consistently at the time of heavy work load and uncertain situations. A stable leader help its group members to cope up with difficult situations. By carrying out the work with stability, the leader becomes professional and cool at the time of stress.

B) Relationship Oriented Behaviours

Leadership is a process which influences the leaders and followers for achieving organisational objectives. Relationship oriented behaviours deal with the relationship between the leaders and their followers.

The following are the relationship oriented behaviours which are important for effective leadership.

(i) Aligning and Mobilizing Individuals

Mobilizing deals with communicating the expectations to the group members clearly

and caring about them. By aligning, all the organisational members can carry out their work in the same direction and in uniform manner. Both aligning and mobilizing the individuals are important behaviours of leader which helps in effective leadership.

(ii) Encouraging Principles and Values

One of the role of a leader is to encourage those principles and values in the organisation which will lead to the success of the organisation and its members. These values and principles are mainly related with the emotions and feelings of the individuals. The values and principles should be clearly explained to the group members by their leaders, so that they can carry out their work accordingly.

(iii) Supporting

By having supportive leadership behaviour, leaders can show care and concern towards the needs and emotions of their group members and can build effective interpersonal relationships with them. Supportive leaders, always encourages and praises the group members which in turn increases the efficiency of the organisation.

(iv) Developing

Developing helps in improving the skills of the individuals and also helps them to adjust with the job. A leader having developing behaviour gives motivational feedback to his subordinates for maintaining and improving their performance which in turn builds mutually corporate relationships between the leaders and their subordinates. A leader should serve as a role model and help the group members to identify their strengths and weaknesses.

(v) Recognizing

The leaders having recognizing behaviour praises the group members, give awards to their group members for their effective performance and conducts recognition ceremonies for making their contributions

visible to others. In this way, an effective leader can motivate the employees.

3. Change Oriented Behaviours

Change is very essential in any business organisation. A leader should keep in touch with the changing trends in the market and should make changes in their organisations accordingly. Change oriented behaviours are the behaviours, attitudes or skills which concentrates more on implementing changes in the organisation.

The following are the changes oriented behaviours that are important for effective leadership.

(i) Interpreting

Interpreting implies predicting about what will happen in future. A leader should interpret events for identifying the urgent need for change. He should interpret and decide what actions are to be taken in the organisation and guide the group members in implementing the action steps.

(ii) Innovation

Innovation means to bring in new ideas or to make change. Leaders should develop innovative strategies which are connected to the core competencies of their organisations. They should always promote innovation and entrepreneurship in their organisations. Innovation is very important to bring about change in the organisations.

(iii) Monitoring External Environment

It is very important for a leader to monitor the external environment of the organisation for identifying the opportunities and threats. A leader should study the competitor's and outsider's move for getting the ideas of improvement.

(iv) Implementing Change

Most of the organisational members hesitate to implement change in their organisations, so a leader should encourage and facilitate

efforts for implementing change. Leaders should also influence the outsiders for supporting change and negotiating agreements with them.

Thus, the task, relations and change oriented behaviours are very important for leadership effectiveness.

Effective Leadership Attitudes

Following are some attitudes which a successful leaders should possess to have effective leadership. They are,

1. Positive Communication

Communication is considered as biggest influencing factor in work place. Leadership of a leader is know through his way of communication such as positive communication will have positive impact on employees and vice versa.

2. Gratitude

A leaders who values the hard work of team can develop a strong trust based team. Whereas, leaders who only impose orders on others instead of any appreciation cannot get any trust or respect.

3. Unite the Team

A-strong leaders should strive to unite staff and resolve conflicts if any. A positive workplace must be created wherein each team member is valued and respected.

4. Empower and Develop Others

A successful leaders have an attitude of sharing his knowledge and making efforts to empower others. They try to develop leadership and professional skills in team members.

5. Take Responsibility

A strong leaders is one who is always ready to take responsibility everytime. A bad leaders move aside and balance one of the team member for unfavourable situation.

6. Show Empathy

A successful leader has an attitude of emotional intelligence. They show empathy towards staff members which develops a positive workplace culture and job satisfaction. A strong leaders understand team members and respond to them.

1.8 LEADERSHIP AND POWER

Q8. Define power. Discuss about types of powers and sources/ bases of types of powers.

Ans :

Definition of Power

According to Miner power is defined as, "The ability to induce a person to do something he or she would not have otherwise done".

Types of Powers

The powers are divided into two major forms. They are,

- I. Positional power
- II. Personal power.

I. Positional Power

The positional power is vested due to the positional authority of an individual. Therefore, greater the hierarchical level, greater the positional power. This power arises due to,

- a) Resources access
- b) Information access
- c) Authority to take decisions and
- d) Authorized right to make use of reward or punishment.

As per the Kotter, there are five sources of positional power. They are, centrality informational, criticality, flexibility, visibility and relevance.

Although, the different sources of positional power are summarized below,

1. Legitimate Power

French and Raven, 1959 states power which is derived from formal authority over work activities is termed as 'legitimate power'. Influence approach/system related to legitimate power is complicated issue.

Few authors states that the flow of authority is downwards i.e., from owners or top/senior level management but, the possible influence originated from authority relies on the consent of control same as on ownership and control of property.

One's scope of authority determines the amount of legitimate power one possess/have, such as, higher level managers enjoys more authority compared to lower level managers. Further, manager's authority is more stronger compared to subordinates authority especially on peers, superiors or outsiders. A target person outside the chain of command like peer or outsider, the agent may possess legitimate right to make requests which is essential to perform a task responsibilities like requests for information supplies, support services, technical advice and assistance *to perform interrelated task*.

2. Reward Power

The reward power is derived from formal authority especially to allocate resources and rewards, and the authority of reward power differs to a greater extent among various organizations also within the same organization from one management position to another. Rewards takes place in various forms like gift vouchers, best employee rewards, simple appreciation, specific overseas training or from transfers to promotions, increase in pay and so on.

3. Coercive Power

Leader enjoys coercive power over his subordinates based on the authority of punishments. This power differs greatly among different types/kinds of organizations. Coercive power of military and political

leaders is more than the corporate managers/ leaders. Khan and Katz, 1978 states from the past two centuries, it is observed that there is a greater fall in the use of legitimate coercive power by all types of leaders.

Most of the legitimate power is also considered because of reward and coercive power linked with it. Coercion is different from reward power and is depended on motivation by making instability or fear in followers mind. This kind of power is helpful in case of non-compliance or in case if the individuals do not act accordingly. Usually, it is exploited in the form of penalty.

4. Informational Power

One more source of power is control against information called as 'information power'. It is comprised of two things namely, access to vital information and control over its distribution among others. Individual's status acts as an important source to access information in the organizations communications network. However, managerial positions commonly offers opportunities to acquire information which is directly unavailable to subordinates or peers.

II) Personal Power

A leader will have this kind of power due to his personality factors or various skills related with personal power. The following are the various sources of personal power.

1. Referent Power

Referent power emerges from one's personality or certain qualities and from a role model. A leader will have certain qualities which attracts followers. These qualities are recognized by the followers in leaders and they wish to copy these qualities. This power is dynamic in nature because every follower will say about the quality of their leaders in various ways.

2. Expert Power

An important source of personal power in organizations is associated with the task-related knowledge and skill. Therefore, one should possess unique knowledge to do the task in a best possible manner or tackle an important problem which offers a potential impact over subordinates, peers and superiors. Finally, the one who is expert/expertise person becomes a major source when others relies on agent for advice.

However, main problem underlying is to the target person because, when agent exercise more power to solve any problem then dependency on agent also increases as the agent alone becomes the source of advice.

Therefore, an agent exercises greater expert power, as he is trusted as reliable source for information and advice then, target person can carry out a request without receiving any description for it.

1.9 LEADERSHIP AND COERCION

Q9. Write a note on Leadership and Coercion.

Ans :

Coercive power is a particular type of power obtainable by the leaders. Coercion includes the use of force to influence change. To coerce refers to effect others to do something in opposition to their ability and might influencing penalties and rewards in their work environment. Often, coercion includes the utilization of threats, negative rewards schedules and punishment. The examples of coercive leaders are the Taliban leaders in Afghanistan, Adolf Hitler in Germany, North Korea's Supreme Leader Kim Jong-il and Jim Jones in Guyana. All these leaders used power and control to impact followers in order to involve in extreme behaviour.

It is essential to differentiate between leadership and coercion because it enables us to

distinct from examples of leadership behaviours of people like Taliban, Hitler and Jones. Here, in this leadership, coercive individuals are not used as ideal leadership models. Coercive leadership constrained for those who effects a group of people regarding common goal.

Coercive leadership one of the type of leadership where the leaders try to impose their desire on the followers and control their behaviour. At times, this refers to altering the methods of those who are in charge in terms of behaviours processes or goals followed by them. Coercion is a process which will not break democratic patterns of action instinctively. Previously, it is stated that democracy does not mean freedom to extent which might leads to lawlessness, but it assumes that certain authorities and controls which brings required action. Although, in democratic group the definition of what is desired vested in all the group members than in those who obtained a position of status, authority and control over the other members.

Frequent coercion - the use of power or imposing one over other is important in democratic action. If a group determined through a given plan and process, then the supervisor is forced to control and manage the actions of every group member within the control of the plan or to encourage the group for choosing new purpose and directions. For example, the supervisor will becomes the agent of the group specifically when it is determined to communicate the decision with the complete group. Decisions sharing or cooperation must not be undertaken until the supervisor wish to respect the planned decisions and becomes the agent of that group in carrying out the decisions.

Coercive leadership is based on power inorder to obtain the objectives of leadership. In numerous methods, power can be obtained. It can be through the identification of capability on the part of an individual who comply with the power. In this situation, the supervisor ability is in charge over the ability of the supervised because they desire to have it in that way. Although, in many cases, the power is connected with the capability of an individual who is using the power inorder to give

rewards and punishments. It might be that the leader who is using coercion as a pattern of leadership might be familiar to have the possibilities towards rewards and punishment without need to use. If real or imagined, the impact on those who are in rule is about the same. If the leader is based on coercion as a method of effecting individuals, then there is a possibility for rewards or punishments because the leader might be regarded as to offer them on certain period. Lack of ability to offer enough time to people might leads to loss of power and use of this kind of leadership.

A reward is not a reward until the receiver considers it as a reward. It is not identified as a reward until it gives happiness or prevention from dissatisfaction on the part of an individual who is having aim to be a coercive leadership. In the same way, a punishment is considered as punishment only when such punishment is able to retrieve expected resulted from the person (A person who had received punishment. It is not possible for a coercive leader to control those who are worried about any punishments or rewards which may be given by the supervisor. It means that the leader should obtain power and that power should identify whether the punishments or rewards included in it or not. Nor in this case, the impact on the individual who is in charge will decides the existence of power.

The supervisor take up a major status position and might be not identify the fact that the source of power to some extent is vested in those who are in charge. The supervisor is not properly suggested to presume that the power is innate in the status position. Those who is in charge should maintain the key to permission for leadership. Although, these are few of the features of the coercive leadership. Several individuals have created that the kinesthetic experiences of coercion is considered to allow satisfaction through, the outcomes of leadership are not related. It is not suitable if the leader refuses or incapable to see those who is in charge are not worried regarding power potential. Therefore, the leaders is unsuccessful to see that persisting the coercive behaviours ends with a fake sense of being able to use authority and power.

An individual who will not consider the actual leadership powers and achievements for longer period will not be successful and vital to the attempts made by a firm.

1.10 LEADERSHIP AND MANAGEMENT

Q10. Define Leadership and Management. What are the differences similarities and differences between leadership and management ?

Ans :

Definition of Leadership

Leadership is defined as influence, the art or process of influencing people so that they will strive willingly towards the achievement of group goals.

- Koontz and O 'Donnell

Leadership is the lifting of man's visions to higher rights, the raising of man's performance to higher standards, the building of man's personality beyond its normal limitations.

- Peter F. Drucker

According to House et al, "Leadership is the ability of an individual to influence, motivate and enable others to contribute towards the effectiveness and success of the organization". It is considered as a process which influences the leaders and followers for achieving organizational objectives through change. Leaders help and motivate the employees to carry out their tasks enthusiastically and achieve the organizational objectives.

Definition of Management

Management is that function of an enterprise which concerns itself with the direction and control of the various activities to attain the business objectives.

- William Spriegel

Management is the planning, organizing, command, coordination and control of the technical, financial security and accounting activities.

- Louis A. Allen

Management is the process by which a cooperative group directs action towards a common goal.

- Joseph Messie

Similarities between Leadership and Management

The similarities between leadership and management are as follows,

S.No.	Leadership	Management
1.	Leadership includes influence.	Management also includes influence.
2.	It enables working with individuals.	It also enables working with individuals.
3.	It involves successful goal achievement.	It also involves successful goal achievement.

Difference between Leadership and Management

The differences between leadership and management are as follows,

S.No.	Leadership	Management
1.	Leadership is concerned with the functions like communicating, motivating, encouraging and influencing the subordinates.	Management is concerned with the functions like planning, organizing, directing and controlling the subordinate.
2.	Leaders adopt a more personal and active attitude towards accomplishment of goals.	Managers adopt impersonal or passive attitude towards accomplishment of goals. the
3.	The most important function of a leader is to implement or execute the vision.	The most important function of a manager is to formulate a vision for directing the organization.
4.	It emphasis on increasing capability with eyes on the horizon.	It emphasis on obtaining set targets with eyes on bottom line.
5.	It generates opportunities and takes risks.	It lowers risks.
6.	It is depended on inspiration, intuition and values.	It is depended on fixed tools and techniques.
7.	It make use of a referent	power. It make use of a positional power.
8.	It is depended on inspiration and empowerment.	It is depended on coordination and control.
9.	It does right things and things emphasis on major related things	It does in a right way.
10.	Leadership is a action.	Manager is a position.
11.	It emphasis on effectiveness.	It emphasis on efficiency.
12.	It is a opportunity creator.	It is a resource provider.

1.11 TRAIT APPROACH

Q11. Discuss about Trait Approach to leadership.

Ans :

The trait model of leadership is based on the characteristics of many leaders - both successful and unsuccessful - and is used to predict leadership effectiveness. The resulting lists of traits are then compared to those of potential leaders to assess their likelihood of success or failure.

Scholars taking the trait approach attempted to identify physiological (appearance, height, and weight), demographic (age, education and socioeconomic background), personality, self-confidence, and aggressiveness), intellective (intelligence, decisiveness, judgment, and knowledge), task-related (achievement drive, initiative, and persistence), and social characteristics (sociability and cooperativeness) with leader emergence and leader effectiveness.

Successful leaders definitely have interests, abilities, and personality traits that are different from those of the less effective leaders

Through many researches conducted in the last three decades of the 20th century, a set of core traits of successful leaders have been identified. These traits are not responsible solely to identify whether a person will be a successful leader or not, but they are essentially seen as preconditions that endow people with leadership potential.

Among the core traits identified are:

- **Achievement drive:** High level of effort, high levels of ambition, energy and initiative
- **Leadership motivation:** an intense desire to lead others to reach shared goals
- **Honesty and integrity:** trustworthy, reliable, and open
- **Self-confidence:** Belief in one's self, ideas, and ability
- **Cognitive ability:** Capable of exercising good judgment, strong analytical abilities, and conceptually skilled
- **Knowledge of business:** Knowledge of industry and other technical matters
- **Emotional Maturity:** well adjusted, does not suffer from severe psychological disorders.
- **Others:** charisma, creativity and flexibility.

Trait Approach Works

The trait approach of leadership aims to explain how traits influence leadership. Traits are the innate personal characteristics of any person. The great leaders like Mahatma Gandhi, Abraham Lincoln etc., possessed these traits (such as integrity, high energy, self confidence and internal locus of control etc).

The trait approach is quite different from other leadership approaches, as it emphasizes solely on the leader and not on other elements like followers and situation. In theoretical terms, trait approach is a much straight forward approach when compared to the other approaches. The trait approach deals with what traits are required by a leader and shows who possess these traits. The trait approach does not specify or gives out principles or hypotheses regarding what a leader needs to do in different set of situations or what kind of leader needs to be placed in certain situation and so on. However, it focuses on a leader who possesses few set of traits that makes the leadership effective. In a leadership process, the emphasis is laid on leader and his personality.

By using the trait approach, organizations can select the right person for the managerial post. This can be done by using test and interviews, that assess the personality and innate qualities, of potential candidates. It is common for organizations to specify the preferable characteristics for managerial positions. It is based on the assumption that such talented people would enhance the organizational effectiveness.

This approach is also useful for making managers aware of their traits, strengths and weaknesses by undergoing a trait assessment test. It gives them, a clear picture about who they are, how and where they fit in the organization etc. By analyzing the assessment results, they may know their weak areas, and work towards improving their overall leadership impact. In fact many present day organizations, use the LTQ (Leadership Trait Questionnaire) to measure the personal characteristics of the leaders. A sample LTQ is shown below.

Leader Name _____ Designation _____				
Date _____				
			Points	
1.	Self confident :	Is focussed and persistent, hard working.	1	2
2.	Sensitive :	Is understanding, tactful, shows people skills	1	2
3.	Dependent :	Acts with certainty, determined	1	2

The LTQ is assessed using a scoring key and it helps to identify the innate qualities, of each leader that can be beneficial to the organization.

Strength, Criticism and Applications of Trait Approach

Strengths

The trait leadership approach is the most widely researched topic and showcases the following strengths,

1. The general perception of a great leader in our society is that he/she is someone special, unique i.e., “a person with natural gifts”. This approach fully supports, that perception as it proposes, that there are certain unique traits, that make extraordinary leaders example Mahatma Gandhi etc.
2. A major strength is that the data of trait approach is correct and credible as it is backed by more than a century of research. There has been extensive research on it by famous scholars like Stogdill, Kirkpatrick, Bader etc.
3. Another conceptual strength of this approach is the way it highlights, the role of a leaders competencies, in the leadership process. Leadership is composed of three elements i.e., leaders, followers and situations. This approaches exclusively deals about the first element.
4. Trait approach has provided us with invaluable and practical knowledge for understanding and improving the overall effectiveness of supervisors and leaders in the organization.
5. It has provided organizations with benchmarks and assessment tools to select an effective and efficient candidate to lead the organization.

Criticisms

The trait approach limits its scope to the study of leaders and thus is criticized on the following grounds,

1. Although, the trait theory has proposed hundreds of leadership traits, it has failed to define a limited number of traits, that are universally applicable.
2. Inspite of more than years of research study its findings are sometimes uncertain and ambiguous.
3. A major drawback is that this approach is incomplete as it focuses only on the characteristics of a leader and ignores, two other important elements of effective leadership i.e., followers and situation.

4. Scholar Stogdill has pointed out that it is quite difficult to isolate leadership traits, without considering the situation and other elements.
5. A final criticism against the trait approach is that it is not useful for training and development of leaders.

Applications

1. Trait approach can be used by the individual : different organisations at all levels.
2. Even though it does not give a particular set of traits yet it provides the guidance as to which traits are better and needed to work effectively in a leadership position.
3. The personality tests and other related questionnaires help people in identifying their strengths, weak about leadership and other traits which are essential for leadership.
4. Regardless of its limitations, trait approach offers valuable and important information about leadership concept.
5. It is helpful to the managers in examining and valuing their personality with respect to personal characteristics, strengths and level of understanding.
6. The information provided by trait approach facilitates the managers in understanding the areas where their personal characteristics are beneficial to the company and also the areas in which they need to be improved/ enhanced.

1.11.1 Personality Traits

Q12. Explain about personality traits.

Ans :

According to the various research studies conducted by managers and human resource specialists, it was found that leaders have some personality traits which contribute toward leadership effectiveness in several situations.

The personality traits of a leader are classified into two types.

1. General personality traits and
2. Task related personality traits.

1. General Personality Traits

A general personality trait is a trait which is observable inside and outside the work circumstances. These personality traits deal with the success and satisfaction of work as well as personal life of the leader. The following figure mentions the general personality traits which contribute towards effective leadership.

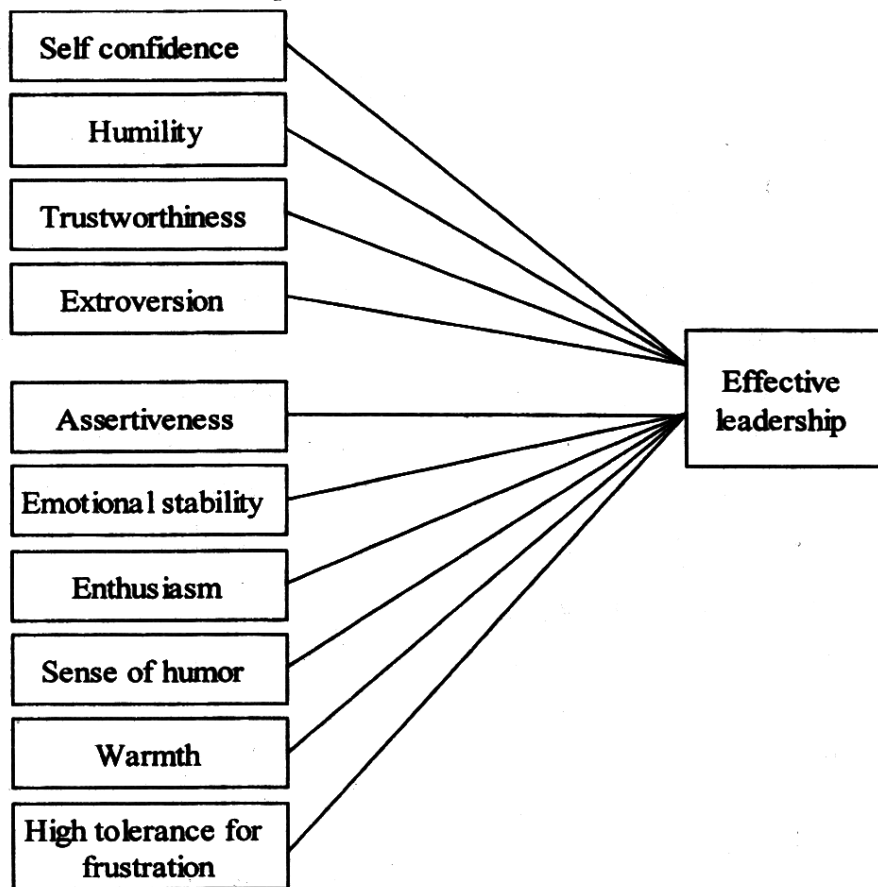


Fig.: General Personality Traits of Effective Leaders

i) Self Confidence

Self confidence is a behaviour and interpersonal skill which an individual shows in various difficult situations like being chill at the times of stress. A self confident leader induces self confidence among its group members.

ii) Humility

A humble leader does not have pride and arrogance. He confesses his mistakes to his group members and confesses that he is not perfect in everything. For improving the organisational performance it is very important for the organisations to have humble leaders.

iii) Trustworthiness

For a leader to become effective, it is very important for him to be trustworthy. Trust plays a very important role in building effective relationships. It is not only important for a leader to be trustworthy, but they should also trust his/her group members. If the group members do not have trust in their leaders, then it will develop negative attitude among the group members towards their leaders.

iv) Extroversion

This trait reflects talkativeness, assertiveness, being sociable and open to establish new relationships. Such type of leadership trait helps the leaders to be friendly and demonstrative

in various situations. An extrovert leader would love to take up the leadership role and take part in the group activities.

v) Assertiveness

An individual's ability to explain his demands, opinions, feelings and attitudes in a straight forward and outspoken manner is called as assertiveness. If a leader is assertive, then he/she can carry out number of tasks and can accomplish its objectives. An assertive leader tackles his mistakes, desires for higher performance and have very high expectations from his group members.

vi) Emotional Stability

Emotional stability is the individual's ability to cope up with stress. A less emotional stable person tends to be nervous, depressed and insecure, whereas a positively emotional stable person tends to be calms enthusiastic and secure. It is very important for a leader to have positive emotional stability in them as the team members expects and wants stability and uniformity while treating them.

vii) Enthusiasm

It is very important for a leader to be enthusiastic as it helps in developing effective relationships with its group members. Enthusiasm and passion should be there in a leader in all the leadership situations.

viii) Sense of Humor

Leader should make effective use of humor as it helps in reducing the tension and boredom of the group members. A good sense of humor also helps in removing the ill-feelings and conflicts in the group.

ix) Warmth/Kindness

If a leader is warm and kind, then he can build effective relationships with the team members and can give emotional support to his team members.

x) Tolerating Frustration/Anger

It is very important for a leader to tolerate his/her frustration, as leader faces number of disappointments. Having a high tolerance level helps a leader to cope up with the hindrances which comes in the way of goal attainment.

2. Task Related Personality Traits

A task related personality trait is a trait which is mainly related with the accomplishment of a task. The following figure mentions the task related personality traits which contributes towards effective leadership.

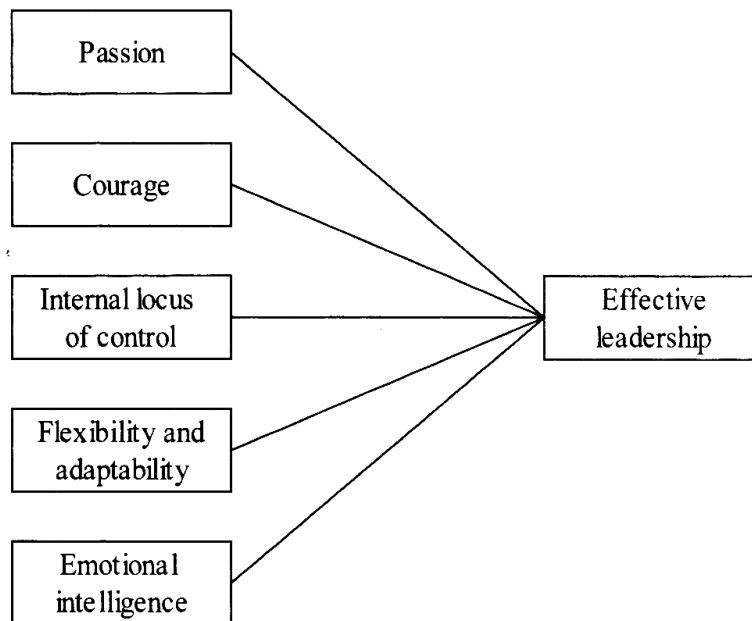


Fig.: Task Related Personality Traits of Leaders

(i) Passion

Passion refers to the individual's obsession towards accomplishing the organisational objective. An effective leader should not only have passion for his/ her work but should also have passion for his group members without which he cannot accomplish the task.

(ii) Courage

It is very important for a leader to be brave and courageous, so that he or she can face the challenges of risk taking and being initiative. If an enterprise fails, only a courageous leader will have the capacity to recommend a new enterprise.

(iii) Internal Locus of Control

Internal locus of control refers to an individual's belief that events and happenings are controllable by him. Internal locus of control encourages self confidence among the leaders with which they can effectively control various situations. The leaders with internal locus of control thinks that they have the capacity to change the adverse situations.

(iv) Flexibility and Adaptability

It is very important for a leader to implement changes in the organisation, so, for implementing changes, the leader have to be flexible and adaptable to various circumstances. Being flexible and adaptable helps the leaders to adjust with the changing situations.

(v) Emotional Intelligence

The individual's ability to understand, sympathize and manage the emotions and feelings of other persons is called as emotional intelligence. Emotional intelligence helps a leader to connect and understand the feelings and emotions of his group members. It also helps a leader to have self awareness, self management, social awareness and managing the relationship with the group members.

Thus, the above mentioned general personality traits and task related personality traits help a leader to become effective and carry out his leadership process effectively.

1.12 LEADERSHIP BEHAVIOURS AND STYLES

Q13. Discuss about Leadership Behaviours and Styles.

Ans :

Style Approach to Leadership

Unlike trait approach and skills approach, the style approach mainly focus on the behaviour of the leader and his/her action. The study of style approach identified that leadership comprises two types of behaviour i.e. task behaviour and relationship behaviour. Task behaviour helps in achieving goals whereas relationship behaviour make comfortable environment for subordinates, so that they can adjust with others and situation where they exist. The main objective of style approach is to explain integration of these two type of behaviour to influence subordinate to reach their goals.

In order to examine the style approach many research studies were conducted. Some of them were conducted in the Ohio state university, the university of Michigan and research conducted by Blake and Mouton.

Style Approach Work

It is not a refined theory that has organized set of prescriptions for effective leadership. It provides a framework for assessing effective leadership. It work by describing to leaders the major components of their behavior and NOT by telling them how to behave.

- It reminds leaders that their actions towards others are both at the task and relationship levels.
- In some situations task behavior is more appropriate, in others relationship is more suitable.
- Similarly, some subordinates need leaders who provide a lot of direction. Others need a lot of support and nurturance.

The style approach can be easily applied in organizations. It provides a mirror for managers that helps them understand, how they are performing as a manager. Leadership (Managerial) Grid has

been widely used in practice in the past. Today it is commonly seen as an old-fashioned approach by management development professionals.

Strength, spectrum and Applications

Strengths

Following are the strengths of style approach,

1. The style approach has enhanced the scope of leadership approach, previously leadership research was limited only to personality traits, now it also includes what the leaders do and how they do it.
2. It helps to understand the leadership process more clearly and substantially Blake and Mouton from Ohio State University have been major contributors to this approach.
3. It provides the leaders, with tools for effective leadership by conceptualizing behaviour into task and relationship. By using a combination of both behaviours, a leader can enhance his effectiveness.
4. Another advantage of this approach is that, it is multi-dimensional in nature and provides a conceptual map to understand leadership. Using this, leaders can learn a lot about themselves, their actions and methods to further improve their performance.

Criticism

Inspite of its significant contribution to the field of leadership, this, approach is criticized on the following grounds,

1. The style approach fails, to highlight the relationship between leadership style and the effect on performance i.e., elements like employee morale, productivity, job satisfaction etc.
2. Failure to ascertain an universal leadership style that can be useful in each and every situations and also the behaviours that makes a successful leader.
3. According to this approach, the best leadership style is the "high task: high relationship" style. However, this style may not be effective in every situation and need to be changed as per the changing environmental dynamics.

Applications

Applications of the style approach are as follows,

1. Style approaches allow the managers to assess their own behaviour i.e., using this approach managers belonging to different organisations and at different levels can determine “how well they are doing their job as a leader”.
2. This approach is associated with all the activities of leaders.
3. Many training and development companies use this approach as a model to train managers and supervisors to improve the productivity and effectiveness.
4. Based on style approach, many leadership training and development programs were designed. In fact, it includes the questionnaires that evaluate the manager's task and relationship behaviour with their subordinates.
5. Managers and supervisors use these questionnaires/assessments to enhance their leadership style from all aspects

1.12.1 Lewin's Leadership Styles

Q14. Explain about Lewin's Leadership Styles.

Ans :

This is the oldest of the situational models. Kurt Lewin, a psychologist, led a research team in 1939 and identified what he called three 'styles' of leadership behaviour in an article in the Journal of Social Psychology.

Kurt Lewin identified three Behavioural styles among leaders. Now these three styles could also fit into the Leadership Styles module. However if you bear in mind the strengths and weaknesses of each approach, you can match them to your

circumstances - provided, of course, you can flex your behaviour. This is when the Three Styles model becomes a guide to more effective leadership.

Authoritarian

Sometimes called the Autocratic style. This is where leaders spell out the goals, deadlines and methods while making decisions on their own with little consultation with others. Here, the leader doesn't usually get involved in the group's work and it is less likely to see creative decisions under this style of leadership. However, it is a decisive way of leading and can suit high-risk, short-timescale decisions. Lewin noted that leaders who adopt this style can be seen by others as dictatorial and tend to get stuck in one mode of behaviour.

Participative

Sometimes called the Democratic style. This is where the leader expresses his or her priorities and values in setting goals and making decisions, but also takes part in the group's work and accepts advice and suggestions from colleagues. However, the leader makes the final decision. This style can produce more creative problem solving and innovation than the Authoritarian approach so it makes sense to adopt it in competitive, non-emergency situations.

Delegative

Sometimes called the Laissez-Faire style. The Delegative style means the leader hands over responsibility for results to the group. He or she lets them set goals, decide on work methods, define individuals' roles and set their own pace of work. It can work well provided the group shares the same overall intent as the leader and if he/she trusts all members of the group.

1.12.2 Ohio State Leadership Study**Q15. Explain about Ohio State Leadership Study.**

Ans :

(Dec.-19, May-19, Imp.)

The behavioural theory of leadership evolved in the 1950s. After understanding that the personal traits of a leader are essential for effective leadership, the researchers were now keen to know that what leaders do to become effective leaders

Thus, they now focussed on the leader's behaviour rather than traits. To study the behaviour of leaders, two major research programs were started by two different universities namely, the Ohio State Leadership Studies and the University of Michigan Studies.

1. **The Ohio State University Studies:** A group of researchers at Ohio State University prepared a questionnaire to be surveyed in military and industrial setups, to determine the perception of the subordinates for the actual behaviour of their leaders. From their findings, the researchers identified two major categories of leader behaviour:
2. **Consideration:** The leaders are attentive towards their subordinates and build up an excellent inter-personnel relationship with them. They are very supportive and friendly. This was termed as 'people-oriented behaviour'.
3. **Initiating structure:** The leaders are majorly concerned about the achievement of goals and schedule and structure work accordingly. For such leaders, subordinates are just resources, and they have to make the optimal utilisation of them. This was termed as 'task-oriented behaviour'.
4. **The University of Michigan Studies:** This study is based on how the leader's behaviour is related to group performance. Researchers made a comparison of effective managers with the ineffective ones and found that the two can be discriminated on the basis of their behaviour, i.e. job-centric behaviour and organisational-member centric behaviour.

The study further resulted in the identification of four additional behaviours essential for effective leadership which are :

- ▶ Support
- ▶ Goal emphasis
- ▶ Work facilitation
- ▶ Interaction facilitation

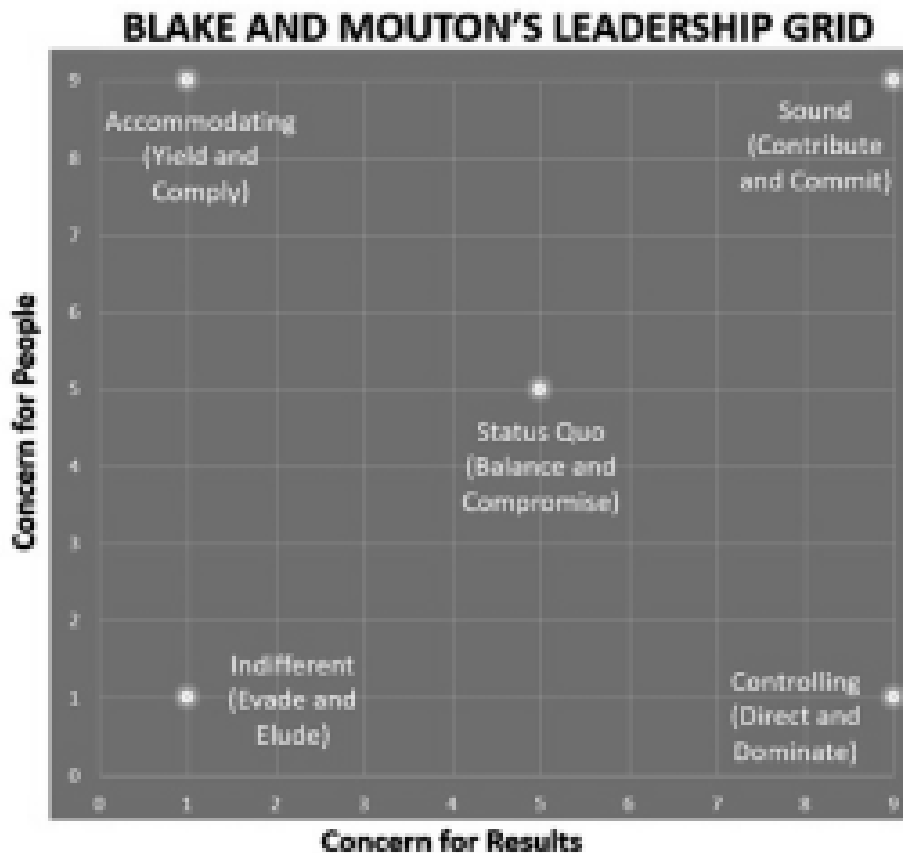
1.12.3 Blake and Mouton's Managerial Grid**Q16. Discuss about Blake and Mouton's Managerial Grid.**

Ans :

Blake and Mouton's Leadership Grid

Robert R. Blake and Jane S. Mouton gave the Leadership/Managerial Grid Theory and discovered the five different styles of leadership by categorising the managers into 81 possible ways arising out of the combination of rating depending on two variables, concern for people and concern for results.

Following are the various styles of Leadership according to this model :



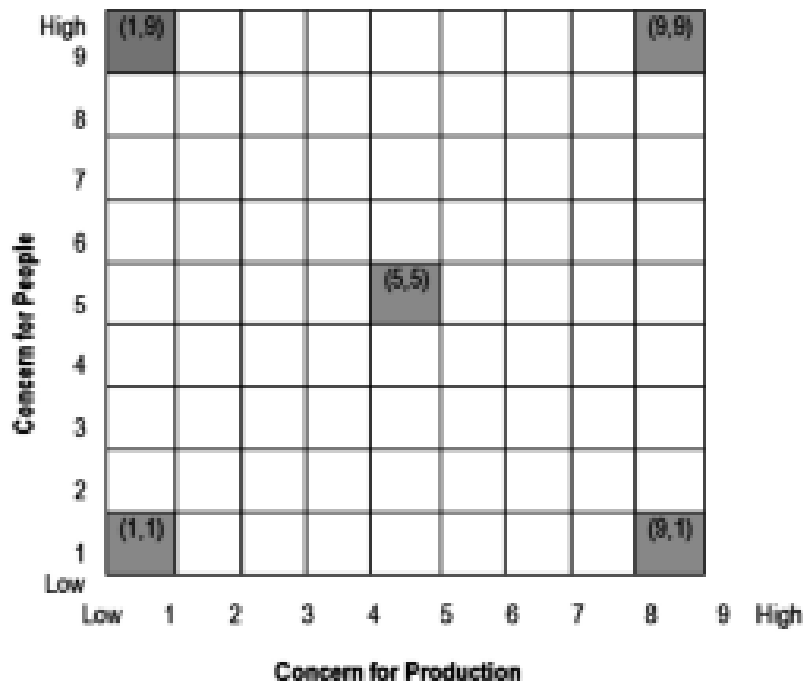
- ▶ **Indifferent:** Neither the attention is paid towards the work, nor towards the employees, it is the most ineffective style of leadership.
- ▶ **Controlling or the country club:** All that matters is the well-being of the staff.
- ▶ **Accommodating or task oriented:** All that matters is production and output.
- ▶ **Status Quo or balance:** Moderate and equal importance and attention are given to work as well as employee welfare.
- ▶ **Sound:** A high level of concern is shown towards both, the output as well as the employees, it is the most effective style of leadership.

Blake and Mouton's Managerial Grid

The treatment of task orientation and people orientation as two independent dimensions was a major step in leadership studies. Many of the leadership studies conducted in the 1950s at the University of Michigan and the Ohio State University focused on these two dimensions.

Building on the work of the researchers at these Universities, Robert Blake and Jane Mouton (1960s) proposed a graphic portrayal of leadership styles through a **managerial grid** (sometimes called *leadership grid*). The grid depicted two dimensions of leader behavior, **concern for people** (accommodating people's needs and giving them priority) on y-axis and **concern for production** (keeping tight schedules) on x-axis, with each dimension ranging from low (1) to high (9), thus creating 81 different positions in which the leader's style may fall. (See figure 1).

Figure 1: Managerial Grid



The five resulting leadership styles are as follows :

- 1. Impoverished Management (1, 1):** Managers with this approach are low on both the dimensions and exercise minimum effort to get the work done from subordinates. The leader has low concern for employee satisfaction and work deadlines and as a result disharmony and disorganization prevail within the organization. The leaders are termed ineffective wherein their action is merely aimed at preserving job and seniority.
- 2. Task management (9, 1):** Also called dictatorial or perish style. Here leaders are more concerned about production and have less concern for people. The style is based on theory X of McGregor. The employees' needs are not taken care of and they are simply a means to an end. The leader believes that efficiency can result only through proper organization of work systems and through elimination of people wherever possible. Such a style can definitely increase the output of organization in short run but due to the strict policies and procedures, high labour turnover is inevitable.
- 3. Middle-of-the-Road (5, 5):** This is basically a compromising style wherein the leader tries to maintain a balance between goals of company and the needs of people. The leader does not push the boundaries of achievement resulting in average performance for organization. Here neither employee nor production needs are fully met.
- 4. Country Club (1, 9):** This is a collegial style characterized by low task and high people orientation where the leader gives thoughtful attention to the needs of people thus providing them with a friendly and comfortable environment. The leader feels that such a treatment with employees will lead to self-motivation and will find people working hard on their own. However, a low focus on tasks can hamper production and lead to questionable results.

5. **Team Management (9, 9):** Characterized by high people and task focus, the style is based on the theory Y of McGregor and has been termed as most effective style according to Blake and Mouton. The leader feels that empowerment, commitment, trust, and respect are the key elements in creating a team atmosphere which will automatically result in high employee satisfaction and production.

Advantages of Blake and Mouton's Managerial Grid

The Managerial or Leadership Grid is used to help managers analyze their own leadership styles through a technique known as grid training. This is done by administering a questionnaire that helps managers identify how they stand with respect to their concern for production and people. The training is aimed at basically helping leaders reach to the ideal state of 9, 9.

Limitations of Blake and Mouton's Managerial Grid

The model ignores the importance of internal and external limits, matter and scenario. Also, there are some more aspects of leadership that can be covered but are not.

Rahul Publications

Short Question and Answers

1. Leadership

Ans :

Leadership is a process by which an executive can direct, guide and influence the behavior and work of others towards accomplishment of specific goals in a given situation. Leadership is the ability of a manager to induce the subordinates to work with confidence and zeal.

Leadership is the potential to influence behaviour of others. It is also defined as the capacity to influence a group towards the realization of a goal. Leaders are required to develop future visions, and to motivate the organizational members to want to achieve the visions.

Definitions of Leadership

1. **According to Keith Davis**, "Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates it towards goals."
2. **Koontz and O'Donnell**, Leadership is the ability of a manager to induce subordinates to work with confidence and zeal.
3. **Dubin, R.** Leadership is the exercise of authority and making of decisions.

2. Functions of Leader

Ans :

Some of the many different functions that a leader has to perform are:

1. **Policy Maker:** An important function of the leader of any social group is to plan out the group goals objectives and policies. He has to lay down specific policies and objectives and inspire subordinates to work towards the attainment of the goal.
2. **Planner :** The leader also functions as a planner. He decides the ways and means that are to be adopted to achieve the objective of

the group. He draws up both long-term and short-term plans. Based on it, he prepares a step-by-step plan to achieve the group's objectives. He also plans for contingencies or unexpected events.

3. **Executive:** Setting goals and drawing plans is of no use until and unless they are implemented. In his executive function, the leader has to ensure that the plans are executed. The leader has to coordinate the activities of the group. As an executive, the leader does not carry out work or activities himself but assigns it to other group members and ensures that they implemented.

4. **External Group Representative:** The leader has to assume the role of representative of the group in its external relations. All incoming and outgoing communications are channeled through the leader. Members of other groups deal with the leader as a representative of the particular group. He is the official spokesperson of the group.

3. Characteristics of an Effective Leader

Ans :

Characteristics of a Leader

A great deal of research has been carried out to find out the physical, intellectual and personality characteristics that distinguish leaders from non-leaders and successful leaders from unsuccessful leaders.

Research findings indicate that successful leaders possess the following characteristics :

1. **Drive :** This includes desire for achievement, ambition, high energy, tenacity and initiative. Most leaders have a clear sense of purpose (or mission), clear goals, focus and commitment.
2. **Intelligence:** Leaders are generally more intelligent than the followers. It was found that

leaders have higher intelligence than the average intelligence of the followers. It was also found that the leader should not be far more intelligent than the followers.

3. **Energy levels and stress tolerance**

: Leaders are very energetic and have the ability to tolerate high levels of stress. These qualities enable the leader to deal with role conflicts and handle the pressure of making important decisions with inadequate information.

4. **Optimistic: Most leaders are highly optimistic:**

They always look at the brighter side of life. For them the glass is always half-full rather than half-empty. Even in the worst situations, they see something to smile about.

4. **Legitimate Power**

Ans :

French and Raven, 1959 states power which is derived from formal authority over work activities is termed as 'legitimate power'. Influence approach/system related to legitimate power is complicated issue.

Few authors states that the flow of authority is downwards i.e., from owners or top/senior level management but, the possible influence originated from authority relies on the consent of control same as on ownership and control of property.

One's scope of authority determines the amount of legitimate power one possess/have, such as, higher level managers enjoys more authority compared to lower level managers. Further, manager's authority is more stronger compared to subordinates authority especially on peers, superiors or outsiders. A target person outside the chain of command like peer or outsider, the agent may possess legitimate right to make requests which is essential to perform a task responsibilities like requests for information supplies, support services, technical advice and assistance *to perform interrelated task*.

5. **Trait Approach to leadership.**

Ans :

The trait model of leadership is based on the characteristics of many leaders - both successful and

unsuccessful - and is used to predict leadership effectiveness. The resulting lists of traits are then compared to those of potential leaders to assess their likelihood of success or failure.

Scholars taking the trait approach attempted to identify physiological (appearance, height, and weight), demographic (age, education and socioeconomic background), personality, self-confidence, and aggressiveness), intellective (intelligence, decisiveness, judgment, and knowledge), task-related (achievement drive, initiative, and persistence), and social characteristics (sociability and cooperativeness) with leader emergence and leader effectiveness.

6. **Style Approach to Leadership**

Ans :

Unlike trait approach and skills approach, the style approach mainly focus on the behaviour of the leader and his/her action. The study of style approach identified that leadership comprises two types of behaviour i.e. task behaviour and relationship behaviour. Task behaviour helps in achieving goals whereas relationship behaviour make comfortable environment for subordinates, so that they can adjust with others and situation where they exist. The main objective of style approach is to explain integration of these two type of behaviour to influence subordinate to reach their goals.

In order to examine the style approach many research studies were conducted. Some of them were conducted in the Ohio state university, the university of Michigan and research conducted by Blake and Mouton.

7. **Ohio State Leadership Study.**

Ans :

The behavioural theory of leadership evolved in the 1950s. After understanding that the personal traits of a leader are essential for effective leadership, the researchers were now keen to know that what leaders do to become effective leaders

Thus, they now focussed on the leader's behaviour rather than traits. To study the behaviour of leaders, two major research programs were started by two different universities namely, the Ohio

State Leadership Studies and the University of Michigan Studies.

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UNIT II

Leadership Theories and styles : Contingency theories of Leadership- Fiedler's Contingency Model, The path-Goal Theory, The Hersey - Balanchard Situational Leadership Theory, Transformational Leadership, Transactional Leadership Style, Charismatic Leadership. Leadership and Empowerment, Servant leadership, Team leadership, Leadership Ethics.

2.1 CONTINGENCY THEORIES OF LEADERSHIP

Q1. Explain the Contingency theories of Leadership.

Ans :

Contingency Theory

A single leadership style cannot be applicable to all the people at all the times so the leadership styles must vary along with the people and the scenarios. These different leadership styles can often be referred as contingency theory of leadership.

Contingency theories of leadership state that effective leadership comprises of all the three factors, i.e. traits, behaviour and situation. A leader's behaviour varies as per the situation. To support this theory of leadership various models were developed, and multiple studies were conducted in this direction.

Contingency Theory of Leadership

1. Fred Fiedler's Contingency Model
2. Hersey Blanchard Situational Theory
3. Evans and House Path-Goal Theory
4. Vroom-Yetton-Jago Decision-Making Model
5. Cognitive Resource Theory
6. Strategic Contingencies Theory

Strengths of Contingency Theory

Strengths of Contingency Approach highlights the major strengths of the Contingency Approach:

- Contingency theory has survived over the decades as a valid and reliable

approach how to achieve effective leadership because it is grounded in empirical research. Researchers who have followed Fiedler have validated contingency theory with their own research.

- Contingency theory has broadened the scope of leadership understanding from a focus on a single, best type of leadership (e.g., trait approach) to emphasizing the importance of a leader's style and the demands of different situations.
- Contingency theory has also been proved to have 'predictive powers' in determining the type of leadership that is most likely to be effective in particular contexts.
- Contingency theory suggests not to expect leaders to be equally effective in all situations and therefore organizations should consider leaders in optimal situations according to their leadership style.
- Contingency theory supplies data on leadership styles that could be useful to organizations in developing leadership profiles for human resource planning.

Criticisms of Contingency Theory

Contingency theory, although having several strengths, generally falls short in trying to explain why leaders with certain leadership styles are

effective in some situations but not others. It is also criticized that LPC scale validity as it does not correlate well with other standard leadership measures.

Contingency theory also fails to adequately explain what should be done about a leader/situation mismatch in the workplace.

Application of Contency Theory

Contingency theory has many applications in the organizational world: It can be used to answer a host of questions about the leadership of individuals in various types of organizations. For example, it can be used to explain why a person is ineffective in a particular position even though the person is a conscientious, loyal, and hardworking manager.

In addition, the theory can be used to predict whether a person who has worked well in one position in an organization will be equally effective if moved into a quite different position in the same company. Further-more, contingency theory can point to changes that upper management might like to make in a lower-level position in order to guarantee a good fit between an existing manager and a particular work context. These are just a few of the ways in which this theory could be applied in organizational settings.

2.1.1 Fred Fiedler's Contingency Model

Q2. Explain about the Fred Fiedler's Contingency Model.

Ans : (Imp.)

Dr Fred E. Fiedler tried to explain that the performance of a group or team is banked on the pleasant and unpleasant situations and style of leadership.

Leadership style can be assessed with the help of Least Preferred Co-worker (LPC) scale. It is a technique in which a leader is asked to think of a person whom they least like to work with and score them on different bipolar scales.

For instance : Friendly-unfriendly, Efficient-inefficient, Cooperative-uncooperative, etc

► Fiedler's findings:

- **Leader's Traits:** On the basis of the LPC Scale, a leader's style of leadership can be determined. If a leader scores high on the LPC scale, that means he is highly relationship-oriented and treats even the least preferred co-worker generously. If he scores low on the LPC scale, he is a task-oriented leader prioritising the work and performance.
- **Situational factor:** Leaders manage to perform effectively in the favourable situations. They feel that they have control and command over the group of employees in such situations.
- **Situation Matches:** Fiedler gave a Contingency Model named Leader Situation Matches in which he explained that leadership style could be either task-oriented or people-oriented, based on the favourableness of the situation.

2.1.2 The path-Goal Theory

Q3. Explain about the The path-Goal Theory.

Ans : (Imp.)

Path-goal theory is about how leaders motivate subordinates to accomplish designated goals. Drawing heavily from research on what motivates employees, path-goal theory first appeared in the leadership literature in the early 1970s in the works of Evans, House, House and Dessler, and House and Mitchell (1974). The stated goal of this leadership theory is to enhance employee performance and employee satisfaction by focusing on employee motivation.

In contrast to the situational approach, which suggests that a leader must adapt to the development level of subordinates and unlike contingency theory, which emphasizes the match between the leader's style and specific situational variables path-goal theory emphasizes the relationship between the leader's style and the

characteristics of the subordinates and the work setting. The underlying assumption of path-goal theory is derived from expectancy theory, which suggests that subordinates will be motivated if they think they are capable of performing their work, if they believe their efforts will result in a certain outcome, and if they believe that the payoffs for doing their work are worthwhile.

For the leader, the challenge is to use a leadership style that best meets subordinates' motivational needs. This is done by choosing behaviors that complement or supplement what is missing in the work setting. Leaders try to enhance subordinates' goal attainment by providing information or rewards in the work environment (Indvik, 1986); leaders provide subordinates with the elements they think subordinates need to reach their goals.

According to House and Mitchell (1974), leadership generates motivation when it increases the number and kinds of payoffs that subordinates receive from their work. Leadership also motivates when it makes the path to the goal clear and easy to travel through coaching and direction, removing obstacles and roadblocks to attaining the goal, and making the work itself more personally satisfying (Figure).

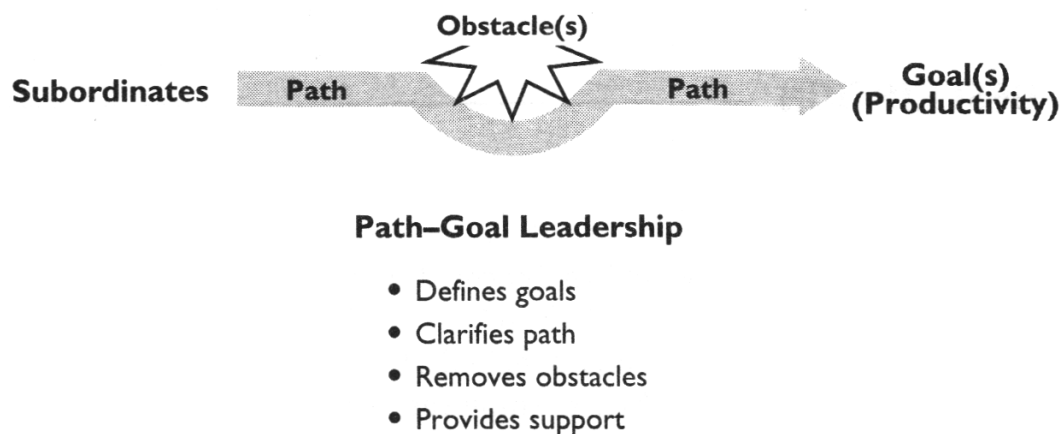


Fig. : The Basic Idea Behind Path-Goal Theory

In brief, path-goal theory is designed to explain how leaders can help subordinates along the path to their goals by selecting specific behaviors that are best suited to subordinates' needs and to the situation in which subordinates are working. By choosing the appropriate style, leaders increase subordinates' expectations for success and satisfaction.

Conceptually, path-goal theory is complex. It is useful to break it down into smaller units so we can better understand the complexities of this approach.

Components of path-goal theory

Figure illustrates the different components of path-goal theory, including leader behaviors, subordinate characteristics, task characteristics, and motivation. Path-goal theory suggests that each type of leader behavior has a different kind of impact on subordinates' motivation. Whether a particular leader behavior is motivating to subordinates is contingent on the subordinates' characteristics and the characteristics of the task.

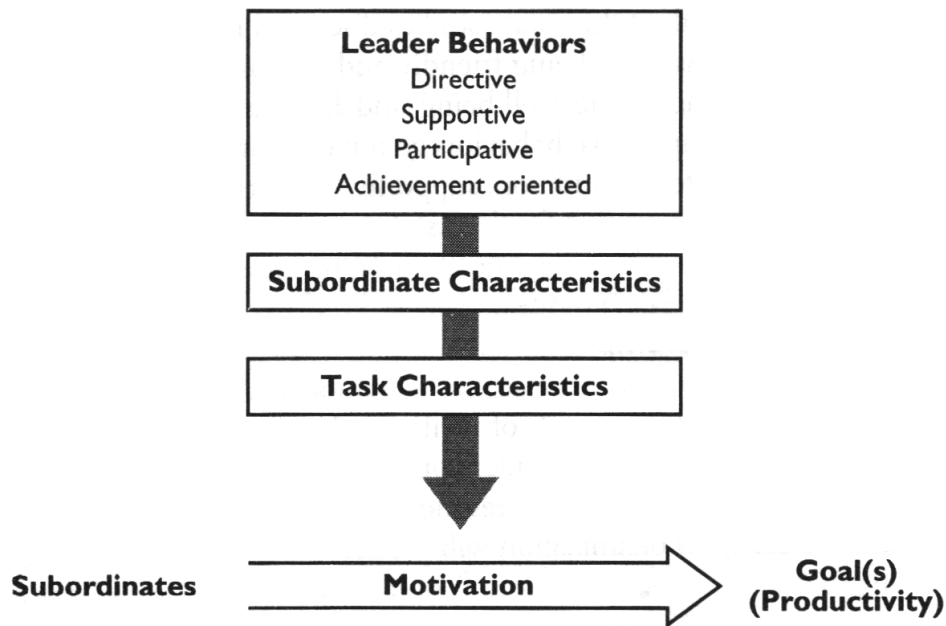


Fig. : Major Components of Path-Goal Theory

A) Leader Behaviors

Although many different leadership behaviors could have been selected to be a part of path-goal theory, this approach has so far examined directive, supportive, participative, and achievement-oriented leadership behaviors (House & Mitchell, 1974, p. 83). Path-goal theory is explicitly left open to the inclusion of other variables.

1. Directive Leadership

Directive leadership is similar to the “initiating structure” concept described in the Ohio State studies (Halpin & Winer, 1957) and the “telling” style described in situational leadership. It characterizes a leader who gives subordinates instructions about their task, including what is expected of them, how it is to be done, and the time line for when it should be completed. A directive leader sets clear standards of performance and makes the rules and regulations clear to subordinates.

2. Supportive Leadership

Supportive leadership resembles the consideration behavior construct that was identified by the Ohio State studies discussed in Chapter 4. Supportive leadership consists of being friendly and approachable as a leader and includes attending to the well-being and human needs of subordinates. Leaders using supportive behaviors go out of their way to make work pleasant for subordinates. In addition, supportive leaders treat subordinates as equals and give them respect for their status.

3. Participative Leadership

Participative leadership consists of inviting subordinates to share in the decision making. A participative leader consults with subordinates, obtains their ideas and opinions, and integrates their suggestions into the decisions about how the group or organization will proceed.

4. Achievement - Oriented Leadership

Achievement-oriented leadership is characterized by a leader who challenges subordinates to perform work at the highest level possible. This leader establishes a high standard of excellence for subordinates and seeks continuous improvement. In addition to expecting a lot from subordinates, achievement-oriented leaders show a high degree of confidence that subordinates are capable of establishing and accomplishing challenging goals.

B) Subordinate Characteristics

Subordinate characteristics determine how a leader's behavior is interpreted by subordinates in a given work context. Researchers have focused on subordinates' needs for affiliation, preferences for structure, desires for control, and self-perceived level of task ability. These characteristics and many others determine the degree to which subordinates find the behavior of a leader an immediate source of satisfaction or instrumental to some future satisfaction.

Path-goal theory predicts that subordinates who have strong needs for affiliation prefer supportive leadership because friendly and concerned leadership is a source of satisfaction. For subordinates who are dogmatic and authoritarian and have to work in uncertain situations, path-goal theory suggests directive leadership because that provides psychological structure and task clarity. Directive leadership helps these subordinates by clarifying the path to the goal, making it less ambiguous. The authoritarian type of subordinate feels more comfortable when the leader provides a greater sense of certainty in the work setting.

Subordinates' desires for control have received special attention in path-goal research through studies of a personality construct locus of control that can be subdivided into internal and external dimensions. Subordinates with an internal locus of control believe that they are in charge of the events that occur in their life, whereas those with an external locus of control believe that chance,

fate, or outside forces determine life events. Path-goal theory suggests that for subordinates with an internal locus of control participative leadership is most satisfying because it allows them to feel in charge of their work and to be an integral part of decision making. For subordinates with an external locus of control, path-goal theory suggests that directive leadership is best because it parallels subordinates' feelings that outside forces control their circumstances.

Another way in which leadership affects subordinates' motivation is the subordinates' perception of their own ability to perform a specific task. As subordinates' perception of their own abilities and competence goes up, the need for directive leadership goes down. In effect, directive leadership becomes redundant and perhaps excessively controlling when subordinates feel competent to complete their own work.

C) Task Characteristics

In addition to subordinate characteristics, task characteristics also have a major impact on the way a leader's behavior influences subordinates' motivation. Task characteristics include the design of the subordinate's task, the formal authority system of the organization, and the primary work group of subordinates. Collectively, these characteristics in themselves can provide motivation for subordinates. When a situation provides a clearly structured task, strong group norms, and an established authority system, subordinates will find the paths to desired goals apparent and will not need a leader to clarify goals or coach them in how to reach these goals. Subordinates will feel as if they can accomplish their work and that their work is of value. Leadership in these types of contexts could be seen as unnecessary, unempathic, and excessively controlling.

In some situations, however, the task characteristics may call for leadership involvement. Tasks that are unclear and ambiguous call for leadership input that provides structure. In addition, highly repetitive tasks call for leadership that gives support in order to maintain subordinates' motivation. In work settings where the formal

authority system is weak, leadership becomes a tool that helps subordinates by making the rules and work requirements clear. In contexts where the group norms are weak or nonsuppositive, leadership assists in building cohesiveness and role responsibility.

A special focus of path-goal theory is helping subordinates overcome obstacles. Obstacles could be just about anything in the work setting that gets in the way of subordinates. Specifically, obstacles create excessive uncertainties, frustrations, or threats for subordinates. In these settings, path-goal theory suggests that it is the leader's responsibility to help subordinates by removing these obstacles or helping them around them. Helping subordinates around these obstacles will increase subordinates' expectations that they can complete the task and increase their sense of job satisfaction.

In 1996, House published a reformulated path-goal theory that extends his original work to include eight classes of leadership behaviors. Besides the four leadership behaviors discussed previously in this chapter— (a) directive, (b) supportive, (c) participative, and (d) achievement-oriented behavior—the new theory adds (e) work facilitation, (f) group-oriented decision process, (g) work-group representation and networking, and (h) value-based leadership behavior. The essence of the new theory is the same as the original: To be effective, leaders need to help subordinates by giving them what is missing in their environment and by helping them compensate for deficiencies in their abilities.

Strength, Criticism and Applications of Path Goal Theory

Strengths

1. Path-goal theory is one of the first theories to identify the four conceptually distinct behaviours of leadership. It is first situational based contingency theories of leadership to describe the impact of leadership on subordinates performance.
2. Path-goal theory made an attempt to combine the motivation principles of expectancy theory into a leadership theory.

This is an exclusive theory as no other theory of leadership approach directly deals with motivation. Path-goal theory asks questions about subordinate motivation like,

- i) In what way I can motivate subordinates to feel that they have enough capability to do the work.
 - ii) How can I boost them to feel that they will be rewarded, if they perform their work successfully?
3. Path-goal theory provides a model that is practical. It emphasizes the important ways in which leader should help their subordinates. It states that leaders need to help subordinates to clarify the paths in reaching the goals by removing or helping the subordinates around the obstacles. With the help of this theory, leaders come to know that the main purpose of leadership is to guide and coach subordinates along the way to accomplish a goal or work.

Criticisms

The following are the weaknesses of path goal theory,

1. Path-goal theory is a complex theory that includes various aspects of leadership or interrelated sets of assumptions which makes this theory difficult to use.
2. Path-goal theory have received only a partial support from many research studies. Thus, equal attention have not given to every aspect of this theory.

Applications

1. Path-goal theory provides an important insights that helps leaders to improve their leadership upto high levels.
2. Path-goal theory provides a useful set of assumptions on the backs of which a leader can select any of the style (i.e., directive, supportive, participative and achievement oriented) under various circumstances.

3. Leadership can use this theory for different tasks i.e., challenging tasks, easy tasks, complex tasks etc., in an organization. The aim is to select or adopt style that best fits to the needs of subordinates.

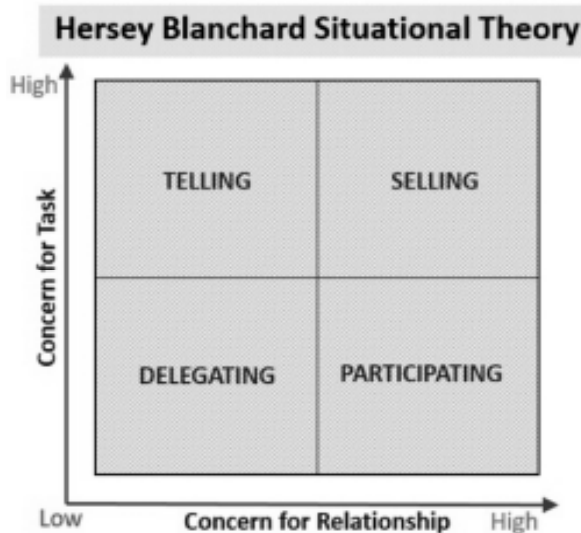
2.1.3 Hersey Blanchard Situational Theory

Q4. Explain about the Hersey Blanchard Situational leadership theory.

Ans : (May-19, Imp.)

Hersey Blanchard Situational Theory

The Hersey-Blanchard Situational Theory states that the style of leadership depends upon the maturity of the subordinates; accordingly the following four styles were developed :



- ▶ **Telling:** When a new person enters the organisation, he has to be told everything, i.e. he is given training and orientation to make him understand the task to be performed.
- ▶ **Selling:** The leader leads by providing social and emotional support to the subordinates and convincing the groups to give maximum output.
- ▶ **Delegating:** The leaders are least concerned about and hardly interferes with the execution of the tasks. They are not even concerned about the subordinates and their issues.

- ▶ **Participating:** It is a democratic style where subordinates are allowed to participate in the decision-making process. Here, the leader is less focussed on the achievement of objectives.

2.2 TRANSFORMATIONAL LEADERSHIP

Q5. Define Transformational Leadership. What are qualities and model of a Transformational Leadership?

Ans : (Sep.-20, Dec.-19, Imp.)

Creating high-performance workforce has become increasingly important and to do so business leaders must be able to inspire organizational members to go beyond their task requirements. As a result, new concepts of leadership have emerged - transformational leadership being one of them.

Qualities of a Transformational Leader

The qualities of a transformational leader are discussed below,

1. Integrity and Authenticity

An ideal character supplemented with value is owned by a transformational leaders. They must be trustworthy to lead the teams and always "Walks-the-talk". They will be supported by the organizations and will not go back to make principle-based decisions.

2. Risk Taking

In order to take risks in significant conditions, the transformational leaders should have an exceptional capabilities. They will generally choose the less time consuming paths.

3. Tolerant of Ambiguity

The transformational leaders are having tolerant of ambiguity and stay calm under uncertainty. Thus, the leader can invoke confidence.

4. Humility

The transformational leaders are generally simple and have humanity in their nature and approach.

5. Conviction and Self-Belief

In early 90's, when infosys was about to be sold at an exceptional valuation, Narayan Murthy has his belief to the level he is ready for purchasing the company if they are going to sell that definitely. With this conviction, the other partners also rejected for selling the company. By taking this decision, they have created a value that is more than several thousand times of the offer they got in the process and also created thousands of jobs and a respect to the Indian IT company in global or international market.

6. People Consideration or Genuine Empathy

The transformational leaders should have personal interests in well-being and success of their individual followers and they will present it. They can understand individual growth and motivation clearly.

7. Enthusiastic and Passionate

Transformational leaders are passionate and enthusiastic with respect to their work and role/responsibility of a leader. Thus, the people will react with dedication and enthusiasm. These leaders are the source of inspiration to others. Because of the reason of enthusiasm, these leaders will lead to the team from the front and they won't be afraid of their work and sleeve.

8. Inspirational Motivation

This involves sharing of bigger vision or purpose which helps in empowering their subordinates to act.

9. Charismatic Action

Each and every transformational leaders should have great charisma which brings them great personal power. But, contrastly the non-transformational charismatic leaders are presenting their extraordinary self-discipline to prevent their desire to use their powers for personal benefits.

10. Development of People

Transformational leaders are focusing on both achievement of organizational goals and aspects regarding development of people involved. Because of this, the people who are working under those leaders will get growth.

Model of Transformational leadership

Transformational leadership may be found at all levels of the organization: teams, departments, divisions, and organization as a whole. Such leaders are visionary, inspiring, daring, risk-takers, and thoughtful thinkers. They have a charismatic appeal. But charisma alone is insufficient for changing the way an organization operates. For bringing major changes, transformational leaders must exhibit the following four factors :

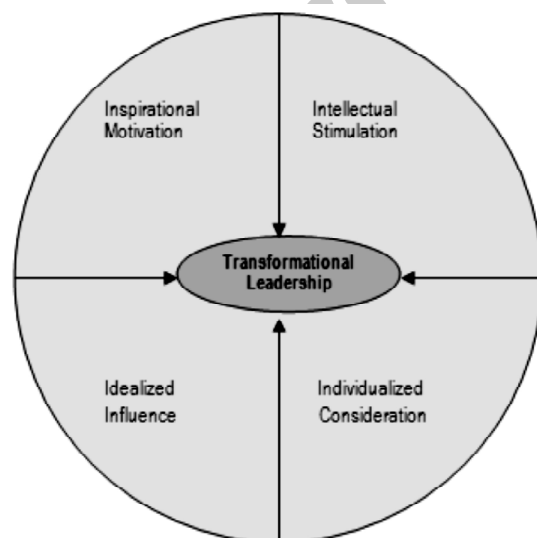


Fig. : Model of Transformational Leadership

- 1. Inspirational Motivation:** The foundation of transformational leadership is the promotion of consistent vision, mission, and a set of values to the members. Their vision is so compelling that they know what they want from every interaction. Transformational leaders guide followers by providing them with a sense of meaning and challenge. They work enthusiastically and optimistically to foster the spirit of teamwork and commitment.

2. **Intellectual Stimulation:** Such leaders encourage their followers to be innovative and creative. They encourage new ideas from their followers and never criticize them publicly for the mistakes committed by them. The leaders focus on the “what” in problems and do not focus on the blaming part of it. They have no hesitation in discarding an old practice set by them if it is found ineffective.
3. **Idealized Influence:** They believe in the philosophy that a leader can influence followers only when he practices what he preaches. The leaders act as role models that followers seek to emulate. Such leaders always win the trust and respect of their followers through their action. They typically place their followers needs over their own, sacrifice their personal gains for them, and demonstrate high standards of ethical conduct. The use of power by such leaders is aimed at influencing them to strive for the common goals of the organization.
4. **Individualized Consideration:** Leaders act as mentors to their followers and reward them for creativity and innovation. The followers are treated differently according to their talents and knowledge. They are empowered to make decisions and are always provided with the needed support to implement their decisions.

The common examples of transformational leaders are Mahatma Gandhi and Obama.

Transformation Process

There are number of ways of transforming an organisation. Some of them include the following:

1. **Increasing Knowledge of the Individuals**
It is not possible to transform an organisation till all its members are aware of the values and rewards associated with it. A transformational leader increases the knowledge of the group members by helping them to know the importance and values of financial rewards which tags along with such success.

2. **Inspire and Motivate People to Go Beyond Self Interest**

Transformational leadership inspires and motivates the followers to do more than what is expected from them. The followers admire their leaders and try to go beyond their self interests.

3. **Help Followers to Understand the Need and Significance for Change**

Change is very important in an organisation. Without change, an organisation cannot be transformed. As change will result in discomfort and dislocation, people resist change. A transformational leader should identify such type of problems and must conduct group discussions, so that a leader and his followers can freely discuss about their opinions relating to change. He should solve their problems and help them to understand the need and urgency of change in an organisation.

4. **Creating a Vision**

It is very important for a leader before implementing change to formulate a vision. Transformational leaders formulate a vision for their organisations and encourage their followers to think of a new and brighter future. These leaders involve all the followers and help them to see and move towards the vision.

5. **Committing Towards Greatness**

Transformational leaders have greatness attitude which enhance the human nature and builds up societies. Such type of greatness attitude increases the self confidence and optimism among the followers. Transformational leaders identify the good performance of their followers and reward them so that they get motivated. These leaders always identify and celebrate accomplishments.

6. **Building Trust**

Trust is an important aspect in any relationship. A leader and his followers should build trust

among themselves for transforming an organisation. So, leaders need to enforce transparency in their organisations. If the transparent policies are not formulated in an organisation, then there are chances of conflicts between leader and the group members.

Thus, the above mentioned ways can help in effectively transforming the organisation.

Criticisms of Transformational Leadership Theory

- ▶ Transformational leadership makes use of impression management and therefore lends itself to amoral self promotion by leaders
- ▶ The theory is very difficult to be trained or taught because it is a combination of many leadership theories.
- ▶ Followers might be manipulated by leaders and there are chances that they lose more than they gain.

Implications of Transformational Leadership Theory

The current environment characterized by uncertainty, global turbulence, and organizational instability calls for transformational leadership to prevail at all levels of the organization. The followers of such leaders demonstrate high levels of job satisfaction and organizational commitment, and engage in organizational citizenship behaviors. With such a devoted workforce, it will definitely be useful to consider making efforts towards developing ways of transforming organization through leadership.

2.3 TRANSACTIONAL LEADERSHIP STYLE

Q6. Explain about the Transactional Leadership Style.

Ans : (Sep.-20, Dec.-19, Imp.)

The transactional style of leadership was first described by Max Weber in 1947 and then by Bernard Bass in 1981. This style is most often used by the managers. It focuses on the basic management process of controlling, organizing, and

short-term planning. The famous examples of leaders who have used transactional technique include McCarthy and de Gaulle.

Transactional leadership involves motivating and directing followers primarily through appealing to their own self-interest.

The power of transactional leaders comes from their formal authority and responsibility in the organization. The main goal of the follower is to obey the instructions of the leader. The style can also be mentioned as a 'telling style'.

The leader believes in motivating through a system of rewards and punishment. If a subordinate does what is desired, a reward will follow, and if he does not go as per the wishes of the leader, a punishment will follow. Here, the exchange between leader and follower takes place to achieve routine performance goals.

These exchanges involve four dimensions :

1. **Contingent Rewards:** Transactional leaders link the goal to rewards, clarify expectations, provide necessary resources, set mutually agreed upon goals, and provide various kinds of rewards for successful performance. They set SMART (specific, measurable, attainable, realistic, and timely) goals for their subordinates.
2. **Active Management by Exception:** Transactional leaders actively monitor the work of their subordinates, watch for deviations from rules and standards and taking corrective action to prevent mistakes.
3. **Passive Management by Exception:** Transactional leaders intervene only when standards are not met or when the performance is not as per the expectations. They may even use punishment as a response to unacceptable performance.
4. **Laissez-faire:** The leader provides an environment where the subordinates get many opportunities to make decisions. The leader himself abdicates responsibilities and avoids making decisions and therefore the group often lacks direction.

Assumptions of Transactional Theory

- ▶ Employees are motivated by reward and punishment.
- ▶ The subordinates have to obey the orders of the superior.
- ▶ The subordinates are not self-motivated. They have to be closely monitored and controlled to get the work done from them.

Implications of Transactional Theory

The transactional leaders overemphasize detailed and short-term goals, and standard rules and procedures. They do not make an effort to enhance followers' creativity and generation of new ideas. This kind of a leadership style may work well where the organizational problems are simple and clearly defined. Such leaders tend to not reward or ignore ideas that do not fit with existing plans and goals.

The transactional leaders are found to be quite effective in guiding efficiency decisions which are aimed at cutting costs and improving productivity. The transactional leaders tend to be highly directive and action oriented and their relationship with the followers tends to be transitory and not based on emotional bonds.

The theory assumes that subordinates can be motivated by simple rewards. The only 'transaction' between the leader and the followers is the money which the followers receive for their compliance and effort.

Difference between Transactional and Transformational Leaders

Transactional leadership	Transformational Leadership
Leadership is responsive	Leadership is proactive
Works within the organizational culture	Work to change the organizational culture by implementing new ideas
Transactional leaders make employees achieve organizational objectives through rewards and punishment	Transformational leaders motivate and empower employees to achieve company's objectives by appealing to higher ideals and moral values
Motivates followers by appealing to their own self-interest	Motivates followers by encouraging them to transcend their own interests for those of the group or unit

Advantages of Transactional Leadership

1. Encourages Productivity

As the leadership operates on the system of rewards and incentives where employees receive remuneration if they complete a given tasks or reach the objective, employees are encouraged to perform well or produce well. Many companies and organizations use this strategy to boost productivity.

2. Clear Structure

A clear organizational structure benefits the company and its employees in many ways. First, it makes sure that individual roles are defined, enabling employees to know what is expected of him or her. Second, it facilitates attainment of organizational objectives through coordination of all activities. Third, it minimizes conflicts between employees as each person knows his or her job responsibility. It also eliminates overlapping and duplication of work, facilitates clear and easy communication at all levels, ensures fair and equitable salary schedule, and develops high-morale among employees because of clear-cut standards for recognition of performance and appreciation of organizational contributions.

3. Makes Goals Achievable

Under transactional leadership style, goals and objectives are often in the short-term, making them easier to fulfill and less intimidating to achieve. And because goals are easily attainable, employees are motivated to work.

4. Allows Employees to Control Reward

We have mentioned earlier that motivations under this leadership style are extrinsic in such a way that employees are motivated to produce with the goal of getting a promised reward. In addition to that, there are cases where the leaders or management gives employees control or say on what type of reward they want to receive.

The Disadvantages of Transactional Leadership**1. Motivation Is on the Base Level**

When your goal is to retain the best employee and ensure loyalty, transactional leadership may fail to deliver your desired result since motivation is created only on the base level. It is very simplistic and fails to account for

employees' individual differences. It is based on the premise that people will perform the desired action simply to get the promised reward and avoid the punishment. What if the incentives stop?

What if the promised reward is not so great or appealing? The system of rewards and punishments is only effective on tasks or projects where employees are capable of performing their work. It does not motivate on the higher plane of people's thought and development; it is not strong enough to motivate people to go out of their way, to perform above and beyond expectation.

2. Can Be Rigid

Transactional leaders use their formal authority to instruct subordinates what to do, believing that the latter's only role is to do what they are told. Leaders are often unwilling to consider other's ideas, limiting their ability to adjust and take corrective measures when things go wrong.

3. Blaming Can Be a Problem

In transactional leadership style, supervisors or managers believe that once they have already assigned the task, that job is now the sole responsibility of the employees. Thus, when a problem occurs, accountability is relied upon the employee who was assigned to do the job.

4. Over Reliance on the Leader

One of the downsides to the reward-punishment scheme is that it puts leadership and employees on the different side of the fence, often leading to reward manipulation and game playing on the side of the employees in order to get the incentives and avoid penalties. The result is that employees are not motivated to achieve the organization's overall mission (only their rewards), and they may feel unmotivated to work when the leader is not watching.

2.4 CHARISMATIC LEADERSHIP

Q7. Discuss about the Charismatic Leadership.

Ans : **(Sep.-20)**

The word 'charisma' has been derived from Greek language which means 'divinely inspired gift'. Charisma is a special or unique quality of a leader which differentiates him from other individuals. A leadership which has a charismatic effect on the individuals is considered as charismatic leadership. Charisma is an important element of transformational leadership. The words charismatic leadership and transformational leadership are used interchangeably.

Characteristics of Charismatic Leader

Apart from charisma, charismatic leaders also have other characteristics which helps them to achieve outstanding results. Some of those characteristics are as follows,

1. Visionary

Charismatic leaders are visionaries who has the ability to create a potential picture of an organisation as to where it would be and how it can reach there. They create a vision by analysing the various issues, values and problems of their organisations.

2. Effective Communication Skills

Charismatic leaders have strong, powerful and effective communication skills. They make use of colorful languages, exciting symbols and figures for inspiring and motivating the followers.

3. Trusting Nature

Charismatic leaders treat all their followers equally and shows continuous commitment towards their follower's needs. Such type of qualities of charismatic leaders help in building support and trust between a leader and his followers.

4. Helping Followers to Become Effective/Competent

Charismatic leaders help their followers to become competent and efficient by identifying their potential and on the basis of it giving them easy projects, so that they can achieve success and demand for more challenging assignments.

5. Energetic and expressive

Charismatic leaders are full of energy and potential. The followers consider them as role models as they aim for completing things in time. These leaders effectively make use of their nonverbal expressions like facial expressions, eye contact, warm gestures and are emotionally expressive.

6. Risk Takers

Charismatic leaders love to take risks. These leaders do not have the fear of failing. Followers inspire and admire the courage of such leaders and gets highly motivated by them.

7. Innovative Strategies

In order to become effective and successful, charismatic leaders formulates innovative strategies. Which helps in inspiring the followers to achieve the organisational goals.

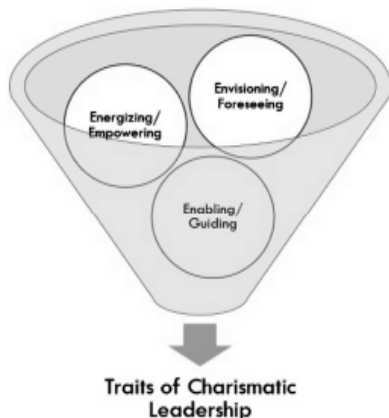
8. Empowers the Followers

It is not possible for a single leader to achieve the vision. So, a charismatic leader gives coaching, role modelling, encouragement and feedback to their followers and helps them to take the authority and achieve their vision.

Thus, the above mentioned were some of the characteristics of charismatic leaders which helps the organisation to become effective and successful.

Charismatic Leadership Theory

This theory believes that a leader must possess some extraordinary and exceptional qualities to become an effective leader. Such leaders lead by their key traits i.e.



- ▶ **Envisioning/Foreseeing:** Leaders foresees future possibilities and create a vision accordingly, usually having high expectations and dreams.
- ▶ **Energizing/Empowering:** Leaders are highly enthusiastic, proactive, energetic and confidently aiming towards success.
- ▶ **Enabling/Guiding:** Leaders provide complete support and guidance and show compassion and trust in followers. Such leaders are highly focussed and committed towards their goal accomplishment.

Charismatic Leadership Vs Transformational Leadership

The following are the differences between charismatic and transformational leadership.

1. Nature

Charisma is a necessary component of transformational leadership, whereas a leader can be charismatic but not transformational.

2. Number of Leaders

An organisation can have many transformational leaders as they can emerge from different leaders of organisation, whereas charismatic leaders are very few in number or they emerge at the time of crisis.

3. Different Levels

Transformational leaders are found at any level of the organisation whereas charismatic leaders are found very rare in the organisation.

4. Importance

Transformational leader gives some power to the followers and make them less dependent on the leader. Charismatic leader deals mainly with sorting an image of extraordinary and effective leader.

5. Functions

Transformational leader performs functions like delegating authority to followers, developing the skills and self confidence of the follower, creating self managed teams, eliminating unnecessary controls and building a strong culture to support empowerment. Charismatic leaders perform functions like impression management, information restriction, unconventional behaviour and personal risk taking.

6. Meaning

Transformational leader is the one who changes and transforms the people whereas charismatic leaders are the leaders who have a special quality of leaders whose purposes, powers and extraordinary determination differentiate them from others.

7. Changes

A transformational leader brings about major changes in an organisation whereas charismatic leaders inspire people but they may not bring about organisational change.

8. Skills

A charismatic leader has strong communication skills. They inspire people by using colorful languages to obtain higher performance from them. Whereas, transformational leaders has less communication skills when compared to charismatic leaders.

9. Performance

Behaviours associated with the transformational leadership results in more positive performance to business when

compared to charismatic leadership. Performance of transformational leadership is higher in business units and the performance of charismatic leadership is higher in modifying units.

2.5 LEADERSHIP AND EMPOWERMENT - COACHING, DELEGATION AND INTER PERSONAL SKILLS

Q8. What is Empowerment? Explain the rule Empowerment in leadership.

Ans : (May-19)

'Empowerment' refers to giving official power to employees to effectively produce the outputs for the success of an organization. It is one of the key aspects to encourage the potential skills of the employees by giving importance to their participation in an organizational affairs. Employees are given autonomy by the top management to some extent and the top managers control the employees by a way of information systems, processes and tools. The employee empowerment in an organization can be improved, by introducing working conditions in an organization. Employees can give their best to the organization and want rewards for their contribution.

Role of Empowerment for Leaders

Four kinds of responsibilities are discussed by Dave Craft for the continuing leaders. They are,

1. Empowerment
2. Developing themselves in character
3. Loving people for whom they are related
4. Preparing themselves with experience and right skills.

Levels at Which Leaders Need to Work

There are three levels at which leaders are supposed to work for becoming an empowering leader. They are,

1. Self
2. Others and
3. Systems.

1. Self

Leaders should work on themselves first for becoming an effective and empowering leader. These leaders should have knowledge about their strengths, patterns, blind spots for using them effectively. This also involve handling of one's insecurities and developing effective interpersonal skills.

2. Others

By understanding the personality and requirements of members, the skill and talent can be used by them appropriately. This level includes treating people as capable members, partners, motivating people by strengthening their self-beliefs, assignments them the work to grow, respecting and sharing power.

3. Systems

In this level, the leaders are creating and working on systems so that it creates/makes the right environment of trust, support, transparency and recognition.

Significance of Empowerment

1. It is a multidimensional process that helps people to get more power and control.
2. The development process in humans, is seen that people gain confidence when they take new and difficult task, receive task if necessary and complete a task successfully.
3. The empowered employee are highly involved and take more complex decisions.

The following figure depicts empowerment skills,

1. Coaching skills
2. Delegation
3. Listening Skills
4. Effective feedback

2.5.1 Coaching

Q9. What is coaching? How does coaching empower? Discuss the important behaviours for effective coaching.

Ans :

Coaching

Coaching is the process of providing guidance to the employees by their supervisors so as to improve their performance. The main purpose of coaching is to improve the performance of employees. Coaching is an informal unplanned training and development activity provided by the supervisors for improving the performance of the employees, to make them capable of facing competition and to overcome barriers. Furthermore, it also enhances the current job performance of the employees.

Coaching and Empowerment

One of the important role of leaders is to develop the subordinate and therefore coaching is an important leadership competency. The key role of any leader is to improve performance and skills of team members. Leader acts as a coach and helps the subordinate identify the problems that are him/her from improving the performance and guides the subordinate in the right direction. Thus, coaching is all about motivation, skill development and building self-confidence.

The leader as a coach empowers the subordinate by,

- (i) Providing resources and direction
- (ii) Providing information and knowledge
- (iii) Providing encouragement and support
- (iv) Creating ownership and involvement
- (v) Providing on the job training and skills.

Important Behaviours for Effective Coaching

The following are few of the important behaviours needed for effective coaching,

1. Observation and Analysis

The subordinate is unable to identify the gaps or scope of growth/improvement. It is the

experience of leader that works here. A leaders should carefully observe and spot the area of growth or a gap that exists.

2. Active Listening

The leader as a coach should understand specific situations or problems from the protegee/subordinate's perspective. The leaders can develop 'active listening' skill to build trust and to listen to the spoken words and unspoken feelings. Nevertheless, it is difficult to learn listening skill. Thus, the coach/leader should train him/herself to develop this skill.

3. Creating Rapport and Trust

Coaching cannot be successful if the leader/coach fails to create rapport and trust. The leaders must show genuine interest in the relationship, create friendly environment, give personal attention and motivate subordinate with smile.

4. Asking Right Questions

An important skill of a leader during the process of coaching is to ask right questions. If the leader asks right type of questions, then the subordinate can identify the problem and finds the solution himself. Therefore, the leader should focus on asking right questions than on providing answers. In coaching, 'exploring style' is more effective than 'telling style'.

5. Effective Feedback

An effective tool which a leader can use as a coach is 'feedback'. Feedback when provided to employee shows how attentive the leader is towards the subordinate. It also shows how subordinate is progressing, what more can be done for improvement and in what way it can be achieved.

6. Challenging

Often, subordinates don't take the things seriously and set easy goals. When set goals are easy to achieve, such goals don't expand potential and proves to be less motivating. People should face challenges and should set strict deadlines and goals.

7. Flexibility

Being a coach, the leader should make himself/herself flexible while dealing with subordinates and should understand that all have different needs. The coach should know people and their differences in terms of emotions, personality and differences in situation.

8. Review

The coach should enable the individuals to practice often until they feel comfortable with it and feel confident about it. Each and every practice/mock session should be reviewed.

2.5.2 Delegation

Q10. Define Delegation. What are the steps in effective delegation?

Ans :

Delegation

According to Louis A. Allen "Delegation is the dynamics of management, it is a process a manager follows in dividing the work assigned to him so that he performs that part which only he, because of his unique organizational placement, can perform effectively and so that he can get others to help him with what remains".

According to George R. Terry, Delegation means "Conferring authority from one executive or organizational unit to another in order to accomplish particular assignment".

Steps Involved in Effective Delegation

The following steps should be followed for effective delegation,

Define the Goals

It is important for the leader to set and clarify in mind the task which needs to be delegated/assigned or objectives to be accomplished. He/she should see whether it should be delegated or not.

Define Authority and Responsibility

Once the goals are defined, the leader should define the authority which is required to carry out

the task. For example, if a manager intends to delegate a farewell function to a subordinate, then he should clearly define what responsibility he wants to assign i.e., arranging logistics, venue, comparing, invitation, sequence of functions, arranging gifts etc.

Select the Individual/Team and Communicate

After defining the responsibility and authority requirement, the leader has to select the individual/team that must perform the task. Tasks should be clearly communicated and objectives, time frame, authority/power should be specified clearly. The subordinates should have an idea of what they are responsible for. The task must be first discussed and then it should be put in writing to prevent any ambiguity.

Establish Feedback or Control Channels

It is the responsibility of a leader to make sure that subordinate has a clear knowledge of performance expectation and standards. To prevent any delays or failures, appropriate standards should be specified and inbuilt checks/feedback mechanism should be built.

Provide Training and Support Whenever Needed

When a task is delegated to subordinate, it doesn't mean that leader will completely withdraw himself from the coach responsibility. It is important for the leader to support, guide, train and motivate subordinate whenever required.

Motivate

Individuals when assigned with extra responsibility may feel it as a burden and may not always welcome it. Thus, it is the responsibility of leader to discuss different benefits and objectives with the team and should sense their requirements. If some incentives are provided with a task, the leader should share it with the members of the team.

Give Feedback on Completion of Work

An important step of delegation cycle is to give feedback on completion of work. Once the subordinate has completed the assigned task, the

leader should provide specific feedback regarding how well the subordinate has performed and provide suggestions for improvement in the future projects. This way the performance of team member can be improved.

2.5.3 Interpersonal Skills

Q11. “Interpersonal skills are effective in empowering leadership”. Discuss.

Ans :

The most significant skill to determine the effectiveness of any leader is 'interpersonal skill'. As every leader discuss to influence its followers, he/she can use interpersonal skills to influence them. The following figure shows the important components of interpersonal skills.

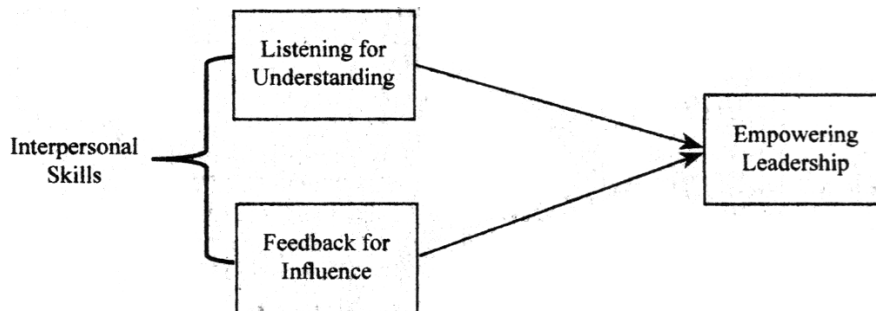


Fig. : Interpersonal Skills are Effective in Empowering Leadership

Today, companies are increasingly focussing on the importance of interpersonal skills in empowering leadership. According to a report by Colonel William H. Montgomery of the US army war college, it is compulsory to develop, create and nurture a different type of army leadership. They believe that success in the future army environment will be determined by the ability of a leader to build relationships.

According to Wylie and Grothe (1981), often employees complain two things about their leaders i.e., 'my boss doesn't give me good feedback' and 'my boss doesn't listen to me'.

The important tools for empowerment are,

1. Effective feedback skills and
2. Effective listening skills.

These two skills play an important role in building and impacting relationships. One can use these skills independently or as a part of other process like mentoring, coaching and delegation.

Q12. What are the guidelines for effective empathic listening?

Ans :

The important guidelines for improved empathic listening are as follows,

1. Be Alert and Attentive

One should be prepared to listen effectively. To ensure empowerment, one should give 100 percent attention and warmth. When the communication ends, a new learning should be tried and recorded.

2. Eliminate Distractions

Attention should be given to the speaker and anything that distracts your attention (such as phone) should be avoided.

3. Show Interest and Make Eye Contact

One can listen effectively if they make eye contact and show interest in the conversation. It is not possible for you to show interest, convey attention or respect the speaker without making an eye contact. Therefore, it is a good idea to look into the eyes of speaker.

4. Avoid Premature Judgements / Assumptions

Most of the people listen selectively because they draw conclusions prematurely. This can become an obstacle to empathic or attentive learning. It is important for a person to listen completely. To prevent turning out, one may take notes.

5. Listen to Feelings and Facts

One should not only listen to what speaker is saying, but also look at the speaker. This will give you an idea of what the speaker wants to convey. You will also be able to understand the non-verbal message i.e., excitement, happiness/fear, anxiety etc.

6. Do Not Interrupt

It is important for you to listen to speaker carefully even if you know the details before. When you give the speaker due attention, he/she will not lose enthusiasm in explaining the things. You should avoid saying "oh! I already know this". Listen to the speaker completely even when you don't agree. One should not hurry to make a decision without process listening. In case of any questions, keep it for the end.

7. Give Feedback for Acknowledgement

As communication is a two-way process, one should give feedback of what he/she understands by way of nodding or sounds such as 'right', 'umh' or paraphrasing etc.

8. Ask Questions

It is important for you to ask questions to make sure that you understood everything properly and all doubts are clarified.

2.6 SERVANT LEADERSHIP

Q13. Define Servant Leadership. Explain the concept of Servant Leadership.

Ans : (Sep.-20, Dec.-19, Imp.)

Servant leadership is a paradox - an approach to leadership that runs counter to common sense. Our everyday images of leadership do not coincide with leaders being servants. Leaders influence, and servants follow. How can leadership be both service and influence? How can a person be a leader and a servant at the same time? Although servant leadership seems contradictory and challenges our traditional beliefs about leadership, it is an approach that offers a unique perspective.

Definition of Servant Leadership

According to Dr. James Laub, servant leadership is defined as "An understanding and practice of leadership that places the good of those led over the self-interest of the leader. Servant leadership promotes the valuing and development of people, the building of community. The practice of authenticity, the providing of leadership for the good of those led, and the sharing of power and status for the common good of each individual, the total organization and those served by the organization".

Characteristics of a Servant Leader

In an attempt to clarify servant leadership for practitioners, Spears (2002) identified 10 characteristics in Green leafs writings that are central to the development of servant leadership. Together, these characteristics comprise the first model or conceptualization of servant leadership.

1. Listening

Communication between leaders and followers is an inter-active process that includes sending and receiving messages (i.e., talking and listening). Servant leaders communicate by listening first. They recognize that listening is a learned discipline that involves hearing and being receptive to what others have to say. Through listening, servant leaders acknowledge the viewpoint of followers and validate these perspectives.

2. Empathy

Empathy is “standing in the shoes” of another person and attempting to see the world from that person’s point of view. Empathetic servant leaders demonstrate that they truly understand what followers are thinking and feeling. When a servant leader shows empathy, it is confirming and validating for the follower. It makes the follower feel unique.

3. Healing

To heal means to make whole. Servant leaders care about the personal well-being of their followers. They support followers by helping them overcome personal problems. Greenleaf argues that the process of healing is a two-way street—in helping followers become whole, servant leaders themselves are healed.

4. Awareness

For Greenleaf, awareness is a quality within servant leaders that makes them acutely attuned and receptive to their physical, social, and political environments. It includes understanding oneself and the impact one has on others. With awareness, servant leaders are able to step aside and view themselves and their own perspectives in the greater context of the situation.

5. Persuasion

Persuasion is clear and persistent communication that convinces others to change. As opposed to coercion, which utilizes positional authority to force compliance, persuasion creates change through the use of gentle nonjudgmental argument. According to Spears (2002), Greenleaf’s emphasis on persuasion over coercion is perhaps related to his denominational affiliation with the Religious Society of Friends (Quakers).

6. Conceptualization

Conceptualization refers to an individual’s ability to be a visionary for an organization, providing a clear sense of its goals and direction. This characteristic goes beyond day-

to-day operational thinking to focus on the “big picture.” Conceptualization also equips servant leaders to respond to complex organizational problems in creative ways, enabling them to deal with the intricacies of the organization in relationship to its long-term goals.

7. Foresight

Foresight encompasses a servant leader’s ability to know the future. It is an ability to predict what is coming based on what is occurring in the present and what has happened in the past. For Greenleaf, foresight has an ethical dimension because he believes leaders should be held accountable for any failures to anticipate what reasonably could be foreseen and to act on that understanding.

8. Stewardship

Stewardship is about taking responsibility for the leadership role entrusted to the leader. Servant leaders accept the responsibility to carefully manage the people and organization they have been given to lead. In addition, they hold the organization in trust for the greater good of society.

9. Commitment to the growth of people

Greenleaf’s conceptualization of servant leadership places a premium on treating each follower as a unique person with intrinsic value that goes beyond his or her tangible contributions to the organization. Servant leaders are committed to helping each person in the organization grow personally and professionally.

Commitment can take many forms, including providing followers with opportunities for career development, helping them develop new work skills, taking a personal interest in their ideas, and involving them in decision making (Spears, 2002).

10. Building Community

Servant leadership fosters the development of community. A community is a collection of individuals who have shared interests and pursuits and feel a sense of unity and

relatedness. Community allows followers to identify with something greater than themselves that they value. Servant leaders build community to provide a place where people can feel safe and connected with others, but are still allowed to express their own individuality.

These 10 characteristics of servant leadership represent Greenleaf's seminal work on the servant as leader. They provide a creative lens from which to view the complexities of servant leadership.

Historical Basis of Servant Leadership

The term servant leadership was first introduced by Robert K. Greenleaf, author of Seminal works. He developed this concept on practical as well as on theoretical basis. In 1964, Greenleaf has established a center for applied ethics and after that he established another center for servant leadership with an aim to provide a clearing house and a focal point for conducting researches on servant leadership. Greenleaf has dedicated his innovative concept of servant leadership to the Novel of Herman Hesse i.e., "The Journey to the East".

The novel was about a caring servant who plays a leadership role in a traveler group. The servant was much caring and entertaining, because of this quality traveler group liked him and his presence in the group puts an extraordinary impact on the behaviours of group members. But on a day of beginning the journey, servant was disappeared and in the absence of servant, the traveler group don't want to begin their journey. As a result they abundant the journey to the east.

The conclusion of the above story is that, servant presence in the group has great influence on the group members and without him group members does not want to carry on their journey. It indicates that the servant was playing a leading role in the group and he emerged as a leader of the group through his caring and entertaining nature.

Servant Leadership Model

The servant leadership model consists of three major components. They are Antecedent or existing conditions, behaviour of servant leaders and outcomes of leadership. Following figure depicts the model of servant leadership. The main aim of this model is to clear out the concept of servant leadership and provide guidelines to resolve complexities involved in it.

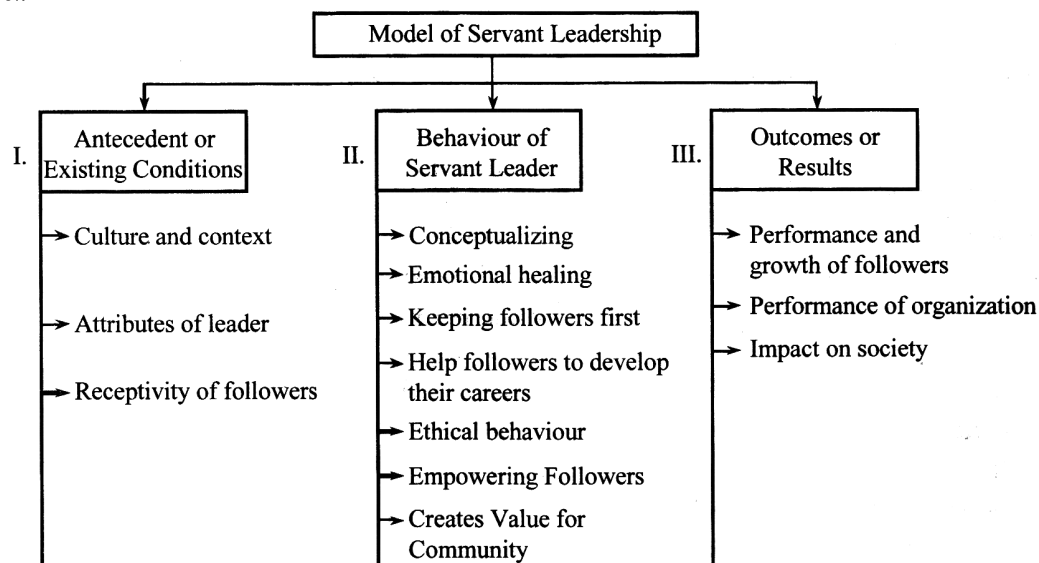


Fig.: Model of Servant Leadership

I) Antecedent or Existing Conditions

The servant leadership may partially influence by the antecedent or existing conditions. Such conditions are discussed in the following section.

(a) Culture and Context

Servant leadership occurs in a given organizational context and in a specific culture. The servant leadership is carried out based on the nature of the factor. For instance, the norms of health care center is different from the norms of wall street corporation.

(b) Attributes of Leader

The servant leadership is directly influenced by the qualities, characteristics, attributes and disposition of the leader. Some individuals come up with a aim leading to the leadership situation with their own traits and ideas: However, some have a deep desire to serve or encourage other to lead. These kinds of dispositions describes how servant leadership can be demonstrated by individuals.

(c) Receptivity of Followers

The receptivity of followers is one of the factor which may influence servant leadership effect on outcomes. Such outcomes may includes individual and organizational job performance. The receptivity of followers may always engage with a question that whether all employees shows a desire for servant leadership or not. However, that researches shows that answer would be 'NO' because few subordinates don't like to work with servant leaders.

II) Behaviour of Servant Leaders

The behaviour of servant leaders are the core component of servant leadership model. These kinds of behaviours are considered as the central focus of servant leadership and makes unique contribution to the process. The various behaviour-of servant leadership is discussed as follows,

(a) Conceptualizing

The ability of an individual to create vision and provide clear idea about the goals and direction to the organization is termed as conceptualization. It can also be helpful for a servant leader in solving complex problems in a easiest way.

(b) Emotional Healing

Healing is one of the characteristic of servant leaders through which they help their followers in overcoming personal problems. According to Greenleaf, healing characteristic is a two-way-street such as,

- (i) Servant leaders helps followers to become whole and
- (ii) Servant leaders had themselves.

(c) Keeping Followers First

Keeping followers first is the significant characteristics of a servant leader. It means giving more importance to followers and making them feel that they are the priority.

(d) Help Followers to Develop their Careers

Servant leaders act as a helping hand for the individuals of the organization. They help the individuals to develop their personal and professional careers, learning and working skills and giving opportunity to take part in decision making.

(e) Ethical Behaviour

Servant leaders always behave ethically with the followers. They may follow strong ethical standards which includes, fairness, honesty and so on. They does not sacrifice their ethical standard for achieving success.

(f) Empowering Followers

Servant leaders may provide full freedom to their followers and allow

them to work independently. Such empowerment may motivate followers and they get the confidence on their own skill and talents.

(g) Creates Value for Community

Servant leader have the quality to build and develop a community of individuals who comes together and share their interest.

III) Outcomes or Results

The outcomes of servant leadership includes the following,

(a) Performance and Growth of Followers

The outcome which is expected from servant leadership model is the followers self-actualization. As such most of the leaders behaviour focus on recognizing followers contributions and helping them to realize their capabilities and potential.

Meuser et al stated another outcome of servant leadership in 2011. According to him servant leadership may have favourable impact on the role performance of subordinates i.e., how the followers perform the assigned work. The final outcome of servant leadership would be the follower becomes the servant leader by themselves.

(b) Performance of Organization

Servant leadership has direct influence on the organizational performance. Number of researches showed that Organizational Citizen Behaviour (OCBs) and servant leadership is closely related with each other. Servant leadership play a crucial role in functioning of organizational teams. It helps to enhance the team effectiveness by motivating and building self confidence in employees/members.

(c) Impact on Society

Servant leadership may have positive impact on society but this impact is not yet measured through any theory of servant leadership. But work of Mother Teresa can be taken as the example of this outcome.

Working of Servant Leadership

The working of servant leadership is explained in the following points,

1. Servant leadership emphasizes behaviours of leaders to support their follower in their personal development and also allow them to come first.
2. It explains about how the leaders treat their subordinates and how it effect on expected outcome.
3. The servant leadership approach works differently in relation to trait approach and path-goal theory. It is different from the trait approach because, the trait approach highlights certain specific traits that must be possess by the leaders. It is different from path-goal theory because path goal theory explains about the leadership styles which is required for various situations.
4. The actual work of servant leadership begins when leaders follows the following things, such as starts treating their subordinates equally, being honest with them and committing themselves to put followers first.
5. Servant leaders must build a strong long-term relationships with subordinates and should give importance to view points of followers. This would help them to understand the needs, abilities and goals of subordinator followers. As a result subordinates can achieve their task with full potential.
6. Servant leadership can work effectively when a leader strong motivations skills unselfishness nature and interest to empower others.

7. The servant leadership would be successful when subordinates are receptive and interactive with their servant leader.
8. Leaders should not use their power to dominate others. They need to be humanistic and unselfishness in nature.
9. Leaders must try to share their power, enhance the abilities of others, allow others to grow and become independent.
10. Individuals who take care of each other's needs in an organization can develop an organization which cares for the community change.
11. Servant leadership culture is adopted by organizations as it is committed to serve needful people who operates the activities outside the organization. Thus, servant leadership would result in community and societal change.

Strengths, Criticisms and Applications of the Servant Leadership

Strengths of Servant Leadership

The servant leadership has following strengths,

1. Servant leadership has unique characteristic of 'Altruism' which means serving people without any selfishness.
2. Servant leadership has a strength to allow followers to come first, to share leader's controls and enhanced their growth.
3. Servant leaders perform their duties without influencing the followers. Their main goal is to give the control in the hands of followers rather than seeking control. They never act as director, controller or influence for the followers.
4. The servant leadership will be fruitful and effective when followers are ready to understand receive it.

Criticisms of Servant Leadership

Following are the criticisms of servant leadership.

1. Servant leadership is criticized on the ground that the servant leaders used the strategy of 'following' which is considered as the opposite of leading.
2. Servant leadership is also criticized on its name that the leader could not be a servant.
3. The theoretical framework of servant leadership is not yet designed by the researches. They are still debating regarding the core dimension of servant leadership process.
4. Servant leadership works on different perspective due to which it differs from the other styles of leadership. The basic principle of leadership is directing, controlling, creating vision and so on which are not followed in servant leadership.
5. Servant leadership is considered as unclear concept because conceptualization is added in the model of servant leadership.

Applications of Servant Leadership

Following are the application of servant leadership.

1. Servant leadership is applicable for various types of management levels in organizations.
2. The behaviour which prescribed for servant leadership is easy to understand and can be applied in different situations of leadership.
3. The content used in training servant leadership is straight forward and employees can easily access it at every level in the organization.
4. Servant leadership can be used for preparing basics management skills and delegating the authority.
5. Presently, concept of servant leadership is being practiced and studied in various colleges and universities across the globe.

2.7 TEAM LEADERSHIP

Q14. Discuss about the Team Leadership.

Ans :

(Sep.-20, Dec.-19, Imp.)

Team Leader

A team leader is held accountable for performance of team or to achieve targets but he may or may not possess formal designation or authority on other members. Team leader is a person who is accountable for team coordination and to present the team to higher management and external stakeholders. Team leadership deals with leading and management of people towards specific common goal.

A Team Leadership Model: Styles and stages

STAGE: Creating a team – a new team tends to want clarity and direction. Questions about what the team is trying to do, and how individuals fit in to the team mean that leaders need to provide clear direction. Teams tend to form more quickly when there is a clear purpose and goal to achieve. In this context a leader will often need to provide a directive approach.

STYLE: Steering – starting a team tends to require a steering style, one where the leader provides direction without being overly directive.

STAGE: Developing a team – moving a team from start-up to where it is developing into a team is one of the most important and most difficult of the stages. It is all too easy for a group of people to remain as a loose group and never really begin to function as an effective team.

STYLE: Supporting – helping a team come together needs a supporting style of leadership. A leader supports individuals to recognise each others strengths and how they can complement each other. Where differences begin to surface a leader supports the team in resolving any tensions.

STAGE: Performing and achieving results – When teams are clear on their purpose and work well together they begin to perform.

STYLE: Stimulating – the leader can now help individuals to develop their strengths for the benefit of the team. The leader prompts, encourages and challenges individuals to excel and stimulates the team to improve what they do.

STAGE: Sustaining team performance – it is hard enough to reach the point where a team is really performing, but performance in the short term whilst valuable is not sufficient. Team need to be able to sustain their performance.

STYLE: Synergising – for a team to achieve sustained performance leaders need to be synergistic. They need to bring together ideas, individuals, opportunities and situations so that they combine in ways that mean they deliver more than if they were apart.

Q15. Discuss in detail Hill's model of team leadership.

Ans :

(Sep.-20)

The team leadership model was introduced by Hill. It states that the leader's role is to analyze the team members performance and take action when required. Leadership decisions are taken into account by monitoring the action of the team members, task related issues and internal and external environment. Leadership decisions are directly related to the performance and development of team leadership.

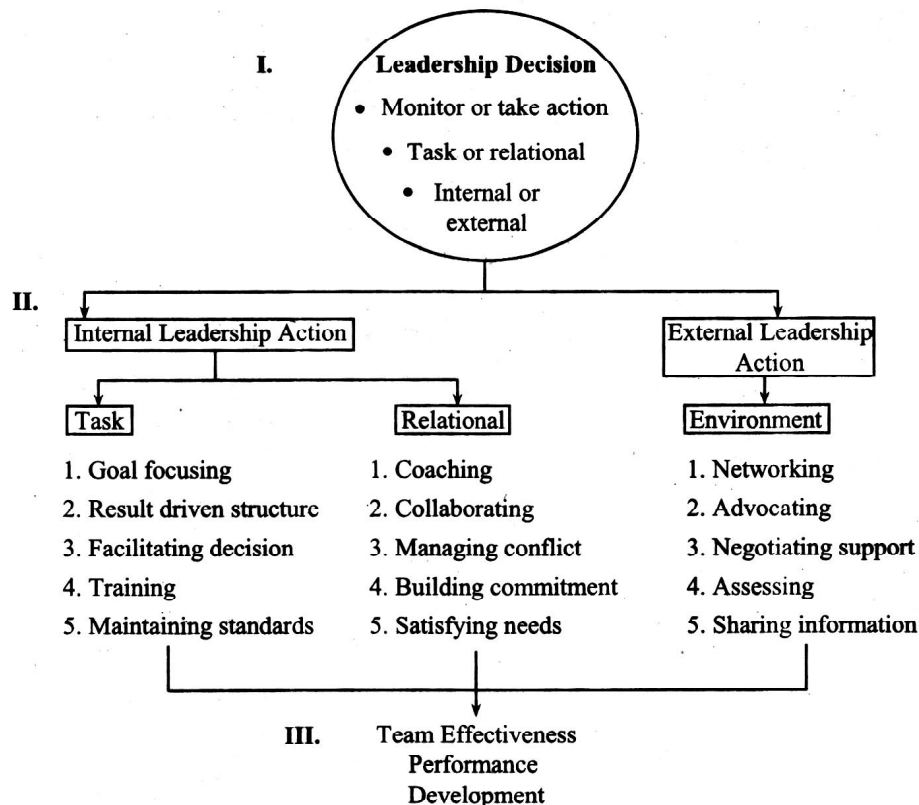


Fig. Team Leadership Model

I. Leadership Decision

The leadership decision involves observing the team and interfering in the activities of the team for assessing the decisions of the leader. After observing and monitoring, the next step is of interfering in the task of the team. The last step comprises of internal and external environment.

- 1. Monitoring or Taking Action :** The leader decides whether to monitor the work of the team or take action as per the situation.
- 2. Interfering to Meet Task :** The leader requires to decide whether to meet the task related issues or any relational issues. How to handle the task and maintain good relations with the team members is one of the necessary leadership decisions.
- 3. Internal or External Environment :** Action should be taken according to the situation. Team leaders analyze the internal and external environment and determine the actions accordingly. Internal environment emphasizes on goals and external environment emphasizes on external support.

II. Leadership Actions

Leadership actions are implemented internally and externally based on the type of action in the organization. Teams which can manage the quarrels well can maintain good relationship among the team members.

1. Internal Task Leadership Actions :

Kill's model for team leadership illustrates the set of skills and actions. Its internal task actions are:

- (i) Focuses on goal
- (ii) Result oriented structure
- (iii) Decision making
- (iv) Providing trainings team members in the Required skills
- (v) Maintaining standards.

2. Internal Relational Leadership Action : A leader should perform leadership actions for improving team relationships,

- (i) Providing coaching to team members in interpersonal skills
- (ii) Working together
- (iii) Managing quarrels and issues
- (iv) Building commitment, loyalty and pride which unites the members of group
- (v) Satisfaction of individual needs.

3. External Environmental Leadership Actions: The team leader should observe the environment constantly and determine actions to be taken for an effective team,

- (i) Networking and increasing influence of team members according to the environment.
- (ii) Supporting and representing team
- (iii) Negotiating for available resources, support and appreciation
- (iv) Stopping team members from environmental disturbances.

III. Team Effectiveness

Team leaders should understand the performance standards and should assess the level of achievement by determining the areas in which the team is lacking.

1. Clear, Elevating Goal

Teams goals should be clear and not deviating from the path. Goal should be easily understood and it should reach the specified target.

2. Result Driven Structure

Teams should find the best structure for accomplishing the goals. Proper structures help groups to meet their needs and also accomplish team goals and targets.

3. Competent Team Members

Right number of members should be involved in a group for accomplishing the task of the group. Members should be provided with information, education and training so that they can beat the competition of the team members.

4. United Commitment

Teams are designed and developed carefully. Excellent teams help in creating unity and uniqueness in the organization.

5. Standards of Excellence

Group standards are the important criteria for the functioning of the group. Performance of the team members should be regulated so that actions can be controlled accordingly. With standards of excellence, members are encouraged to perform at their highest levels.

6. External Support and Recognition

A supportive organizational system includes resources needed, rewards and incentives for performance and a proper educational system to develop team skills.

7. Principled Leadership

Teams leaders are committed to the team goals and showcase their talents whenever necessary. Continuously assessing the standards of team can provide proper feedback and helps in determining whether the past actions and improvements had met the desired results.

Working of Team Leadership Model

Team leader has multiple responsibilities towards handling their team. Team's leader can use leadership model for making various decisions. Team leadership model facilitates team leader in following ways,

1. Leadership model provides feedback to the leader based on the research of leadership. It is considered as a practical guide.
2. Team leader decides on the necessary action to be taken for the organization.
3. Team leader observes all the functions carried out and checks if there is performance level increase.
4. Observation helps in deciding about internal and external level action. Leader would then choose the most accurate action to satisfy the team needs.
5. Many skills are required for team leadership.
6. Leader should decide about the situation in order to improve or control the action.
7. Team leadership model helps in inspecting and improving the overall development of the organization.
8. Organizational team leaders can learn from sports coaches for improving the performance of the team.
9. The team leadership model requires observation and action whenever needed.
10. Teams should be measured to meet the standards and achieve greater heights.

Hence, measuring the performance can help in analyzing the lacking areas which may need further improvement.

Strengths of Team Leadership Model

Following are the strengths of team leadership model,

1. Importance to Work Group

The most important strength of team leadership model is that it gives importance

on the work group of the organization. Performance of the team is evaluated towards resolving the problems. Based on the problems and team performance, leaders learn to handle teams to achieve excellence in work.

2. Acts as Knowledge Guide

The team leadership model helps towards gaining knowledge which in turn helps in maintaining the performance level of the team members. The team leadership model is not as simple as it looks. Difficult factors help leader in gaining knowledge and applying that knowledge wherever required.

3. Highlights the Changing Role of Leader

A major strength of this model is that it highlights the changing role of leaders and followers in current day business organizations. Unlike traditional approach, the functions of goal setting, rewarding, coaching etc., are now distributed among team members.

4. Helps in Selecting Team Leaders

This approach of team leadership helps towards selecting a good leader. A Leader should be selected based on his skills, behaviour and objectives. A leader should be one who has the ability to resolve problems, goal oriented, motivating and inspiring. Leaders with such skills can work wonders for the organization by taking necessary actions whenever required.

Criticism of Team Leadership Model

The team leadership model suffers from the following limitations,

1. Team leadership model displays only few skills when decisions are taken.
2. Team leadership model is considered difficult and team leaders keep changing the model according to the situation and the decision taken.

3. This model does not provide concrete answers as to when it is needed but only provides specific suggestion based on the problem.
4. Teams distribute leadership skills for providing effective feedback.
5. The performance of the team should be evaluated based on the skills and improvement should be made. when required.
6. Different methods should be offered for improvement and development of the leadership model as fewer methods may not help in solving the problems.

Application of a Team Leadership Model

This approach of team leadership can be used by organizations to increase the effectiveness of the organization. This model has the following applicability:

(a) Helps in Decision Making

The leadership model helps the leader in deciding whether to act or not? How should I act? etc. For example: If the team productivity is low, this model should help the leader to make a choice between monitoring the situation or to initiate interventions to boost productivity.

(b) Provides Diagnostic Tools

Another application of this model is that the team leader can use various questionnaires provided under this model to conduct team diagnosis and take corrective steps accordingly.

2.8 LEADERSHIP ETHICS

Q16. What is Leadership Ethics? and Explain the concept of leadership ethics.

Ans : (May-19, Imp.)

Ethics refer to the desirable and appropriate values and morals according to an individual or the society at large. Ethics deal with the purity of

individuals and their intentions. Ethics serve as guidelines for analyzing “what is good or bad” in a specific scenario. Correlating ethics with leadership, we find that ethics is all about the leader’s identity and the leader’s role.

Ethical Leadership

According to Brown et al, “ethical leadership is the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships and the promotion of such conduct to followers through two-way communication, reinforcement and decision making.

Ethical theories on leadership talk about two main things: (a) The actions and behaviour of leaders; and (b) the personality and character of leaders. It is essential to note that “**Ethics are an essential to leadership**”. A leader drives and influences the subordinates / followers to achieve a common goal, be it in case of team work, organizational quest, or any project. It is an ethical job of the leader to treat his subordinates with respect as each of them has unique personality. The ethical environment in an organization is built and developed by a leader as they have an influential role in the organization and due to the fact that leaders have an influence in developing the organizational values.

An effective and ethical leader has the following traits / characteristics:

1. **Dignity and respectfulness:** He respects others. An ethical leader should not use his followers as a medium to achieve his personal goals. He should respect their feelings, decision and values. Respecting the followers implies listening effectively to them, being compassionate to them, as well as being liberal in hearing opposing viewpoints. In short, it implies treating the followers in a manner that authenticate their values and beliefs.
2. **Serving others:** He serves others. An ethical leader should place his follower’s interests ahead of his interests. He should be humane. He must act in a manner that is always fruitful for his followers.

3. **Justice:** He is fair and just. An ethical leader must treat all his followers equally. There should be no personal bias. Wherever some followers are treated differently, the ground for differential treatment should be fair, clear, and built on morality.
4. **Community building:** He develops community. An ethical leader considers his own purpose as well as his followers' purpose, while making efforts to achieve the goals suitable to both of them. He is considerate to the community interests. He does not overlook the followers' intentions. He works harder for the community goals.
5. **Honesty:** He is loyal and honest. Honesty is essential to be an ethical and effective leader. Honest leaders can be always relied upon and depended upon. They always earn respect of their followers. An honest leader presents the fact and circumstances truly and completely, no matter how critical and harmful the fact may be. He does not misrepresent any fact.

It is essential to note that leadership is all about values, and it is impossible to be a leader if you lack the awareness and concern for your own personal values. Leadership has a moral and ethical aspect. These ethics define leadership. Leaders can use the above mentioned traits as yardsticks for influencing their own behaviour.

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2.8.1 Ethical Leadership Principles

Q17. Explain about Ethical Leadership Principles.

Ans :

In this section, we present five principles that are believed to lead to the development of ethical leadership. These are respect for others, service to others, justice for others, honesty toward others, and building community with others.

1. Respect for Others

Ethical leaders treat others with dignity and respect. This means that they treat people as ends in themselves rather than as means to

their own ends. This form of respect recognizes that followers have goals and ambitions and confirms followers as human beings who have worth and value to the organization. In addition, it leads to empathy, active listening, and tolerance for conflicting viewpoints.

2. Service to Others

Ethical leaders serve others. They behave in an altruistic fashion as opposed to behaving in a way that is based on ethical egoism. These leaders put followers first—their prime reason for being is to support and nurture subordinates. Service to others is exemplified through behaviors such as mentoring, building teams, and empowering.

3. Justice for Others

Ethical leaders ensure that justice and fairness are central parts of their decision making. This means treating all subordinates in very similar ways, except when there is a very clear need for differential treatment and there is transparency about why this need exists. In addition to being transparent, the logic for differential treatment should be morally sound and reasonable.

4. Honesty Toward Others

Ethical leadership requires honesty. Dishonesty destroys trust—a critical characteristic of any leader–follower relationship. On the other hand, honesty increases trust and builds the leader–follower relationship. Honesty means to be open with others by expressing our thinking and our reality as fully as we can. This means balancing openness with disclosing only what is appropriate in a given scenario. Dalla Costa (1998) says that honesty for leaders means the following:

Do not promise what you can't deliver, do not misrepresent, do not hide behind spin-doctored evasions, do not suppress obligations, do not evade accountability, do not accept that the "survival of the fittest"

pressures of business release any of us from the responsibility to respect another's dignity and humanity.

We would argue that leaders need to ensure that what they believe, what they think, what they say, and what they do are internally consistent. This internal consistency, along with openness, will build trust among followers toward the leader.

5. Building Community With Others

Ethical leaders build community with others. This is crucial because leadership is about influencing others to achieve a communal goal. This means that leaders develop organizational or team goals that are appropriate for the leader and his or her followers. These goals need to excite as many people as possible, and ethical leaders achieve this by taking into account the goals of everyone in the team or organization.

2.8.2 Ethical Theories

Q18. Discuss about Ethical Theories.

Ans :

Ethical Theories

Ethical theories are characterized into two types. They are as follows,

1. Theories of leader's conduct
2. Theories of leader's character.

1. Theories of Leader's Conduct

Theories of leader's conduct are further divided into two types,

- (i) Consequences of leaders actions
- (ii) Duty or rules governing leaders.

(i) Consequences of Leaders Actions

Consequences of leaders actions are also called as Telological theories the term telological comes from the Greek word 'Telos' which means "ends" or "purposes". Various questions are answered relating to the behaviour of the person in this theory. The

actions of an individual decide how good or bad the person's behaviour is there are certain important decisions that needs to be taken for moral and ethical conduct. They include,

(a) Ethical Egoism

Ethical egoism is where an individual treats himself better and best. A leader prefers to take a which he may enjoy to the fullest.

(b) Utilitarianism

Utilitarianism explains that an individual should behave in the best possible manner for the best results. Social benefits should be increased to reduce the social costs.

(c) Altruism

When a person displays best morals he is called as person of good conduct and when the same person works for the interest of others, he is referred to as an altruism most of the leader usually performs the role of altruism. They work for the interest of the subordinates and guides them whenever necessary.

(ii) Duty or Rules Governing Leaders (Deontological Theories)

Deontological theory is derived from the Greek word 'does' which means duty. Being honest, fair and respecting others are qualities of a good leader. A leader should perform all his duties and responsibilities. Under the right of above qualities. A leader's behaviour should reflect his moral and ethical value?.

2. Theories of Leader's Character

This theories include the following,

(i) Virtue Based Theory

Virtue and based theory is based on the character of the leader. Virtues represents the moral character of a person a person becomes a virtue person by learning and practicing and implementing moral characters

in his/her daily life. The place where the person stays brings great impact on his/her behaviour. Apart from family place and surroundings also forms the basis for persons character and behaviour.

Virtue theories have gained popularity over the years. The Greek term describing these theories is called as 'Aretaic' which means "excellence". Thus, focus should be given to motivate people in becoming virtuous and excellent in character.

People tend to learn good values with the change in time. They practise values from time to time and implemented them in the daily life. As a result values become part of routine work. When people are honest, they turn out to be truthful. When they help needy, they turn out to be kind headed. When people are unbiased, they turn out to be equitable.

(ii) Centrality of Ethics to Leadership

Leadership creates an impact on the lives of the human beings. Leaders have control and power over the followers. Basically leaders will be having more responsibilities which creates an impact on the lives of followers.

Leader assigns task to subordinates and help them in reaching goals. It is the responsibility of the leader to treat all his followers with respect. Leader should create an atmosphere of values in the organization. They play a significance role in creating good atmosphere in the organization.

2.8.3 Heifetz's and Burn's Perspectives on Ethical Leadership

Q19. Write about Heifetz's and Burn's perspectives on ethical leadership.

Ans :

Ronald Heifetz in the year 1994 implemented a very unique and different approach to ethical leadership. His approach help leaders in solving the issues by bringing changes whenever necessary. This

approach deals with the values of the human beings, the people working in the organization and the society. Heifetz describes that leaders have the authority over the followers workers and when issues arise, this authority helps in changing the cultural environment of the organization. It is morally correct as values of the workers are directly addressed.

Leaders should use their authority and power when they are dealing with issues and problems of the people. Leaders provide an environment of mutual trust, pity and kindness with such a environment, followers feel secured and protected when their problems are addressed. Leaders use their power to get solutions to the problems of the people and tend to act as best decision maker. The leaders responsibility lies in helping the followers when there is a need for change and growth in the organization.

Bum's theory also gives importance to the followers needs, behaviour, moral, conduct and support. A leader tries to motivate the followers in reaching goals and he sets standards of moral responsibility in helping his followers. Bum's also states that leaders should assist the followers that leaders should assist the followers in possible manner and should help them in times of need. When such a help is given, a good relationship exists between the leader and the follower.

Bums states that a leader should help his follower by imparting moral values and helping him whenever a necessity arises, to make him reach to a higher position in the organization. These values bring fairness and justice in the organization.

Bums ethical leadership addressed many issues like, choosing a better set of moral values and decisions which require high moral standards.

Bums ethical leadership is different from others and it is considered as the most effective part of the leadership process. His ethical leadership theory clearly explains the meaning of leadership and identifies the ways for carrying out the leadership process.

2.8.4 Strengths, Criticisms and Applications of Ethical and Leadership

Q20. What are the strengths, criticisms and applications of ethical and leadership?

Ans :

Strengths of Ethics and Leadership

The strengths of ethics and leadership are as follows,

1. Provides Research on Ethical Issues

Research gives guidance and help in ethical issues research can be helpful for the solving future uncertainties. Moral values are lacking in leaders of today so research provides guidance.

2. Ethics Considered as an Important Aspect

Ethics is considered as an important aspect of leadership. It involves influencing the people through respect, justice, honesty and building effective society. Attention should be given to the values and moral conduct.

3. Ethics and Leadership Leads to Development

Ethical issues are very important for the overall development. It gives greater value in todays world.

Criticisms of Ethics and Leadership

Following are the criticisms of ethics and leadership,

1. Lacks Traditional Research

Research has been done earlier on leadership. But it lacks the core foundation. Many studies have been done earlier on ethics in business. But research outcomes were not provided on ethical leadership.

2. It is Dependent Only on the Writings of Few People

Ethical leadership is dependent only on few writer's words which are published in essays

and text books. Apart from these, they are not tested using qualitative and quantitative methods. The writings on leadership ethics does not provide any logic where theories of human behaviour can be accepted.

Application of Ethics and Leadership

Following are the application of ethics and leadership,

1. Large number of programs have been developed to help the manger in their day-to-day works. This kind of programs are not much useful in ethics and leadership.
2. It is very difficult to deal with leadership comprising of values. Leader should first be aware of his own values and ethics.
3. Leaders can use the findings of research to strengthen the ethical leadership values. Ethical leaders should know the qualities of a good person. They should be aware of the correct things to implement. The leader should be generous and kind and truthful towards others and the leader should serve the community.
4. Relationship between a leader and follower is an integral part of ethical leadership. An ethical leader should be fair enough, honest, trustworthy and should be helpful in times of need.

Rahul Publications

Short Question and Answers

1. Contingency Theory

Ans :

A single leadership style cannot be applicable to all the people at all the times so the leadership styles must vary along with the people and the scenarios. These different leadership styles can often be referred as contingency theory of leadership.

Contingency theories of leadership state that effective leadership comprises of all the three factors, i.e. traits, behaviour and situation. A leader's behaviour varies as per the situation. To support this theory of leadership various models were developed, and multiple studies were conducted in this direction.

Contingency Theory of Leadership

- (i) Fred Fiedler's Contingency Model
- (ii) Hersey Blanchard Situational Theory
- (iii) Evans and House Path-Goal Theory
- (iv) Vroom-Yetton-Jago Decision-Making Model
- (v) Cognitive Resource Theory
- (vi) Strategic Contingencies Theory

2. The path-Goal Theory

Ans :

Path-goal theory is about how leaders motivate subordinates to accomplish designated goals. Drawing heavily from research on what motivates employees, path-goal theory first appeared in the leadership literature in the early 1970s in the works of Evans, House, House and Dessler, and House and Mitchell (1974). The stated goal of this leadership theory is to enhance employee performance and employee satisfaction by focusing on employee motivation.

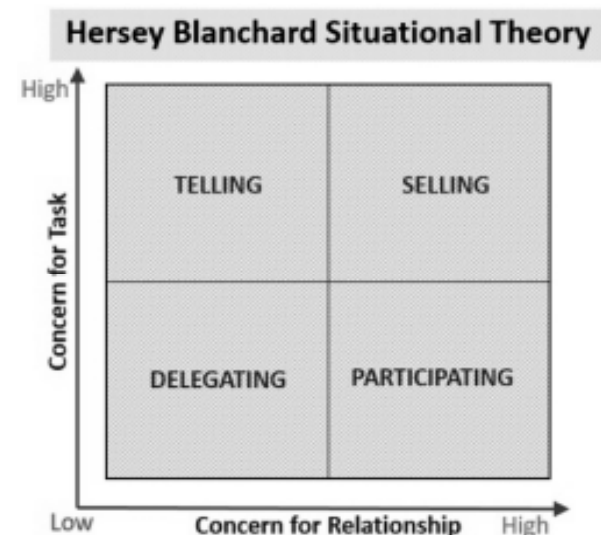
In contrast to the situational approach, which suggests that a leader must adapt to the development level of subordinates and unlike

contingency theory, which emphasizes the match between the leader's style and specific situational variables path-goal theory emphasizes the relationship between the leader's style and the characteristics of the subordinates and the work setting. The underlying assumption of path-goal theory is derived from expectancy theory, which suggests that subordinates will be motivated if they think they are capable of performing their work, if they believe their efforts will result in a certain outcome, and if they believe that the payoffs for doing their work are worthwhile.

3. Hersey Blanchard Situational Theory

Ans :

The Hersey-Blanchard Situational Theory states that the style of leadership depends upon the maturity of the subordinates; accordingly the following four styles were developed :



- **Telling:** When a new person enters the organisation, he has to be told everything, i.e. he is given training and orientation to make him understand the task to be performed.

- ▶ **Selling:** The leader leads by providing social and emotional support to the subordinates and convincing the groups to give maximum output.
- ▶ **Delegating:** The leaders are least concerned about and hardly interferes with the execution of the tasks. They are not even concerned about the subordinates and their issues.
- ▶ **Participating:** It is a democratic style where subordinates are allowed to participate in the decision-making process. Here, the leader is less focussed on the achievement of objectives.

4. Difference between Transactional and Transformational Leaders

Ans :

Transactional leadership	Transformational Leadership
Leadership is responsive	Leadership is proactive
Works within the organizational culture	Work to change the organizational culture by implementing new ideas
Transactional leaders make employees achieve organizational objectives through rewards and punishment	Transformational leaders motivate and empower employees to achieve company's objectives by appealing to higher ideals and moral values
Motivates followers by appealing to their own self-interest	Motivates followers by encouraging them to transcend their own interests for those of the group or unit

5. Charismatic of Leadership

Ans :

The word 'charisma' has been derived from Greek language which means 'divinely inspired gift'. Charisma is a special or unique quality of a leader which differentiates him from other individuals. A leadership which has a charismatic effect on the individuals is considered as charismatic leadership. Charisma is an important element of transformational leadership. The words charismatic leadership and transformational leadership are used interchangeably.

Characteristics of Charismatic Leader

Apart from charisma, charismatic leaders also have other characteristics which helps them to achieve outstanding results. Some of those characteristics are as follows,

(i) Visionary

Charismatic leaders are visionaries who has the ability to create a potential picture of an organisation as to where it would be and how it can reach there. They create a vision by analysing the various issues, values and problems of their organisations.

(ii) Effective Communication Skills

Charismatic leaders have strong, powerful and effective communication skills. They make use of colorful languages, exciting symbols and figures for inspiring and motivating the followers.

(iii) Trusting Nature

Charismatic leaders treat all their followers equally and shows continuous commitment towards their follower's needs. Such type of qualities of charismatic leaders help in building support and trust between a leader and his followers.

(iv) Helping Followers to Become Effective/Competent

Charismatic leaders help their followers to become competent and efficient by identifying their potential and on the basis of it giving them easy projects, so that they can achieve success and demand for more challenging assignments.

6. Empowerment

Ans :

'Empowerment' refers to giving official power to employees to effectively produce the outputs for the success of an organization. It is one of the key aspects to encourage the potential skills of the employees by giving importance to their participation in an organizational affairs. Employees are given autonomy by the top management to some extent and the top managers control the employees by a way of information systems, processes and tools. The employee empowerment in an organization can be improved, by introducing working conditions in an organization. Employees can give their best to the organization and want rewards for their contribution.

Role of Empowerment for Leaders

Four kinds of responsibilities are discussed by Dave Craft for the continuing leaders. They are,

- (i) Empowerment
- (ii) Developing themselves in character
- (iii) Loving people for whom they are related
- (iv) Preparing themselves with experience and right skills.

7. Coaching

Ans :

Coaching is the process of providing guidance to the employees by their supervisors so as to

improve their performance. The main purpose of coaching is to improve the performance of employees. Coaching is an informal unplanned training and development activity provided by the supervisors for improving the performance of the employees, to make them capable of facing competition and to overcome barriers. Furthermore, it also enhances the current job performance of the employees.

Coaching and Empowerment

One of the important role of leaders is to develop the subordinate and therefore coaching is an important leadership competency. The key role of any leader is to improve performance and skills of team members. Leader acts as a coach and helps the subordinate identify the problems that are him/her from improving the performance and guides the subordinate in the right direction. Thus, coaching is all about motivation, skill development and building self-confidence.

8. Delegation

Ans :

According to Louis A. Allen "Delegation is the dynamics of management, it is a process a manager follows in dividing the work assigned to him so that he performs that part which only he, because of his unique organizational placement, can perform effectively and so that he can get others to help him with what remains".

According to George R. Terry, Delegation means "Conferring authority from one executive or organizational unit to another in order to accomplish particular assignment".

9. Servant Leadership

Ans :

Servant leadership is a paradox - an approach to leadership that runs counter to common sense. Our everyday images of leadership do not coincide with leaders being servants. Leaders influence, and servants follow. How can leadership be both service and influence? How can a person be a leader and a servant at the same time? Although servant leadership seems contradictory and challenges our traditional beliefs about leadership, it is an approach that offers a unique perspective.

Definition of Servant Leadership

According to Dr. James Laub, servant leadership is defined as “An understanding and practice of leadership that places the good of those led over the self-interest of the leader. Servant leadership promotes the valuing and development of people, the building of community. The practice of authenticity, the providing of leadership for the good of those led, and the sharing of power and status for the common good of each individual, the total organization and those served by the organization”.

10. Team Leadership

Ans :

A team leader is held accountable for performance of team or to achieve targets but he may or may not possess formal designation or authority on other members. Team leader is a person who is accountable for team coordination and to present the team to higher management and external stakeholders. Team leadership deals with leading and management of people towards specific common goal.

A Team Leadership Model: Styles and stages

STAGE: Creating a team – a new team tends to want clarity and direction. Questions about what the team is trying to do, and how individuals fit in to the team mean that leaders need to provide clear direction. Teams tend to form more quickly when there is a clear purpose and goal to achieve. In this context a leader will often need to provide a directive approach.

STYLE: Steering – starting a team tends to require a steering style, one where the leader provides direction without being overly directive.

STAGE: Developing a team – moving a team from start-up to where it is developing into a team is one of the most important and most difficult of the stages. It is all too easy for a group of people to remain as a loose group and never really begin to function as an effective team.

STYLE: Supporting – helping a team come together needs a supporting style of leadership. A leader supports individuals to recognise

each others strengths and how they can complement each other. Where differences begin to surface a leader supports the team in resolving any tensions.

STAGE: Performing and achieving results – When teams are clear on their purpose and work well together they begin to perform.

STYLE: Stimulating – the leader can now help individuals to develop their strengths for the benefit of the team. The leader prompts, encourages and challenges individuals to excel and stimulates the team to improve what they do.

STAGE: Sustaining team performance – it is hard enough to reach the point where a team is really performing, but performance in the short term whilst valuable is not sufficient. Team need to be able to sustain their performance.

STYLE: Synergising – for a team to achieve sustained performance leaders need to be synergistic. They need to bring together ideas, individuals, opportunities and situations so that they combine in ways that mean they deliver more than if they were apart.

11. Ethical Leadership

Ans :

According to Brown et al, “ethical leadership is the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships and the promotion of such conduct to followers through two-way communication, reinforcement and decision making.

Ethical theories on leadership talk about two main things: (a) The actions and behaviour of leaders; and (b) the personality and character of leaders. It is essential to note that “Ethics are an essential to leadership”. A leader drives and influences the subordinates / followers to achieve a common goal, be it in case of team work, organizational quest, or any project. It is an ethical job of the leader to treat his subordinates with respect as each of them has unique personality. The ethical environment in an organization is built and developed by a leader as they have an influential role in the organization and due to the fact that leaders have an influence in developing the organizational values.

UNIT III

Organizational Change – Change, Nature of organizational change – Sources of change - Environmental triggers of Change, Organizational responses to change, Impact of change on organizations - Resistance to change. Types of change, changing faces of change, Predictable Change, Diagnosing change situation. Perspectives on change - Contingency Perspective - Resource dependence Perspective - Population ecology Perspective - Institutional perspective.

3.1 ORGANIZATIONAL CHANGE

Q1. What is the Organizational Change? What are the Forces/Factors of Organizational Change?

Ans : (Sep.-20, Dec.-19, Imp.)

Organizational Change

Change refers to any alteration that occurs in total work environment. Generally people are accustomed to a well-established way of life and any variation in or deviation from that life may be called a change.

Organizational change involves disequilibrium in the situation and environment in which the people and the group exist.

Organizations are, of course, learning to cope with the devastating rate of internal and external changes with the help of some fundamental changes in management philosophy and organizational technology.

Organizational changes are the changes of attitude, natures and interest of employees, technological and environmental changes related to an organization and changes in rules and regulations affecting the organization.

The change is modification of the structure or process of a system that may be good or even bad. It disturbs the existing equilibrium or status quo in an organization.

The change in any part of the organization may affect the whole of the organization, or various other parts of organization in varying degrees of speed and significance. It may affect people, structure, technology, and other elements of an organization. It may be reactive or proactive in nature.

Reasons for Change

The change may occur in response to the:

- Changes in technology used
- Changes in customer expectations or tastes
- Changes as a result of competition
- Changes as a result of government legislation
- Changes as a result of alterations in the economy at home or abroad
- Changes in communication media
- Changes in society's value systems
- Changes in the supply chain
- Changes in the distribution chain

3.2 NATURE OF ORGANISATIONAL CHANGE

Q2. Explain the Nature of Organisational Change. and its major types of changes.

Ans : (Sep.20, Imp.)

Organisational Change is the alteration of work environment in organisation. It implies a new equilibrium b/w different component of the organisation-technology, structural arrangements, job design and people.

Nature / Features of Organisational Change

1. When change occurs in any part of the organisation, it distributes the old equilibrium, necessitating the development of new equilibrium depends on the degree of change and its impact on the organisation.
2. Any change may affect the whole organisation: some parts of the org. may be affected more, others less, some parts are affected directly, others indirectly.

3. Organisational Change is a continuous process. However, some changes which are of minor type may be absorbed by the existing system equilibrium; others, which are major ones, may require special changes efforts.

This comparison between organization and air balloon is made to emphasize the point that organization also seeks equilibrium in its social structure just like balloon needs molecular equilibrium. Here equilibrium indicates that employees come to expect different relationships within their working surroundings. The conclusion is that the change needs new equilibrium and new adjustments.

The different varieties of changes are,

1. Evolutionary change
2. Revolutionary change and
3. Proactive versus reactive change.

1. Evolutionary Change

The nature of some changes is evolutionary and they do not disregard tradition and expectations of current situations. They take place one after the other. They hardly result in inclusion, evoke deep resistance, yield dramatic outcomes. Despite many advantages, they may not be up to expectations and may occur very slowly.

2. Revolutionary Change

At times, change may be terrible. The change which is revolutionary by nature may cause violation, rejection, overturns the arrangements of current situations and may suppress the old expectations. Employees strongly resist this change. Thus, sometimes, employers use power to implement such changes. Revolutionary changes are introduced only when the situation becomes unendurable and there are no acceptable options available.

3. Proactive Vs Reactive Change

The change which is introduced by an organization based on its desire to do so, it referred to as 'proactive change'. In contrast to proactive change, an organization initiates reactive change due to the compulsion from outside forces. For example, an organization introduces a new employee benefit scheme as a proactive change because it improves the motivation and satisfaction of employees. If the same scheme was introduced based on the demands of employees, then that change would be considered as reactive change.

Grundy's Major Types of Change

Grundy has identified three 'varieties of change' which enables to understand the nature of organizational change. According to Grundy, change is assumed as homogeneous concept by many managers whereas some people view it as an enemy of stability. But, he identifies and differentiates various characteristics types of change.

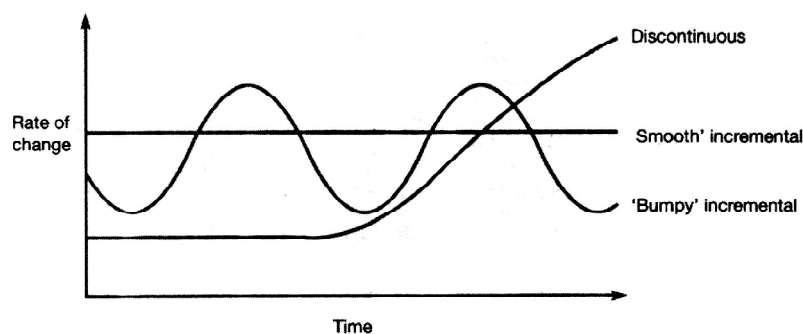


Fig.: Grundy's Major Types of Change

1. Smooth Incremental Change

According to Grundy, smooth incremental change slowly develops in systematic and predictable manner. He says this type of change resembles the situation of UK and US from 1950s to early 1970s but it would be exceptional in 1990s and future. It is clear from the figure that rate of change is shown on vertical axis not the amount of change. Hence, smooth incremental change will take place at a constant rate.

2. Bumpy Incremental Change

This type of change is characterized by periods with peace and then accelerated change. Grundy compares bumps with changes in land masses to readjust without cataclysmic effect. This type of change is influenced by environment in which organization is operating and internal changes developed to enhance efficiency and way of working.

3. Discontinuous Change

This type of change is observed when there is rapid shifts in structure, culture and strategy or in all three. For example, electricity generation and distribution was privatized which was publicly owned utilities in the past. Xenos is also a good example of discontinuous change which involves changes in structure, strategy and culture and impact of individuals and groups.

Q3. What are the types of change proposed by Balogun and Hope Hailey's? Discuss types of converging change proposed by Tushman, Newman and Romanelli.

Ans :

Balogun and Hope Hailey's identified the change 'paths' and recommended four types of change. They are incremental change which further divided into adaptive and evolutionary change and big bang change which is further divided into reconstruction and revolution. The outcome of these type of changes will be realignment or transformation.

Types of Change

Tushman, Newman and Romanelli has proposed different framework for explaining change. After examining various organizational studies and case histories, these writers suggested a model of organizational life which involves 'periods of incremental change or convergence, punctuated by discontinuous changes'.

Fine-tuning and incremental adaptations are the two types of converging change which mainly concentrates on maintaining balance between organizational strategy, structure and processes. Organizations can effectively perform and enhance the consistencies between strategy, structure, people and processes through fine-tuning and incremental adjustments to environmental shifts. Sometimes, most of the organizations has to face discontinuous or frame breaking change. Hence, in life cycle of organization, periods of relative calmness are followed by periods of frame breaking change. Discontinuous change develops from one or more of the following,

1. **Industry discontinuities:** Sudden changes which shift the basis of competition in legal, political or technological conditions. It includes deregulation, alternate product technologies, alternate process technologies, legal shifts, development of industry' standards and major economic changes.
2. **Product/Life Cycle shifts:** Changes which are taking place in strategy from development of product till its introduction in the market, impact of international competition.
3. **Internal company dynamics:** Effects of new management design size, new management style, revised portfolio strategy of corporation which can modify role and resources allocated to business units.

The scope of frame-breaking change comprises of discontinuous change all over the organization. There is rapid implementation of frame breaking change and it is of revolutionary nature.

Following are the features of frame breaking change,

1. Mission and core values are reformatted and new definition of company mission is made.
2. Power and status are modified which shows the changes in bases of competition and resource allocation.
3. Reorganization is done with new strategy which requires changes in structure, systems and procedures and even in organizational form.
4. Revision of interaction patterns which includes new processes, communication networks, decision patterns and work flows.
5. New executives coming from outside the organization.

The revolutionary nature of frame breaking change redesign the whole nature of the organization. It needs discontinuous shifts in strategy, structure, people and processes. Reasons behind simultaneous and rapid implementation of frame-breaking change are as follows,

1. **Synergy:** Necessity to pull all parts of organization together.
2. **Pockets of resistance:** Chance to improve and enhance when implementation of frame breaking change is slow.
3. **Rent up need for change:** Relaxation of constraints make change as a fashion.
4. **Riskiness and uncertainty:** Period of uncertainty and instability will be extended if implementation period is long.

3.2.1 Dunphy and Stace's Scale of Change

Q4. Explain Dunphy and Stace's scale of change.

Ans :

Grundy (1993) has made no claim or gave specific status to his typology of change. He clearly specified that it is not an empirically tested model. He claims that the power of the Tushman et al (1988) typology is based on research and

investigation. The same is the case with the typology proposed by Australian Academics Dunphy and Stace (1993). The claim the status of a model when their typology of change is combined with a typology of styles of change management.

The four descriptions that show their scale of change are,

Scale Type 1: Fine Tuning

Organizational change which is a continuous process with fine tuning of the match/fit between strategy, structure, processes and people of organization. It involves refining policies, establishing specialist units, develop skillful personnel, fostering individual and group commitment, -boosting confidence and clarifying established roles.

Scale Type 2: Incremental Adjustment

Organizational change which is characterized by incremental adjustments to the ever changing environment. This change doesn't involve major changes but minor changes to corporate business strategies, management processes and structures. For example, shifting the focus among products, expanding sales territory and enhanced production process technology.

Scale Type 3: Modular Transformation

Organizational change which is characterized by major realignment of multiple departments. The process of radical change emphasizes more on these sub-parts rather than the organization as a whole. It involves major structuring of specific departments, reformed departmental goals, introduction of new process technologies etc.

Scale Type 4: Corporate Transformation

Organizational change which is characterized by radical shifts in business strategy and revolutionary changes across the organization involving features such as reorganization, reformed mission of organization, revised interaction patterns new executives in key managerial positions etc.

It is not possible to have correspondence between Grundy's and Dunphy and Stace's categorization of change. However, scale type 1 and scale type 2 of Dunphy and Stace are comparable to Grundy's concept of smooth incremental change and scale type 3 and scale type 4 are similar to

Grundy's bumpy incremental and discontinuous types of change. The benefit of the Dunphy and Stace model can be understood from the detail description of each scale type and its testing with the managers, supervisors and executives of 13 Australian organizations from the service sector. The interesting part is that only few organizations operated scale 1 and 2 type changes. This made the researchers to conclude that modular and corporate transformation is no more an exception but a norm.

However, one should carefully analyze the conclusions as this is based on a small sample of 13 organizations from only one sector of industry. For example, an article entitled 'change without pain' by Abrahamson the need for organizations to bring about the change as soon as possible by making changes one after the other. He suggested a process of 'painless adjusting with existing practices of business and alternating some bigger changes with a lot of incremental ones'. This recommendation appears similar to the Grundy's incremental change with quite long periods of incremental change between the bumps.

The types of changes suggested by Dunphy and Stace are not on their own. For example, there is a great correspondence between the Dunphy and Stace's typology and the typology of Tushman et al. The two types of change found by Dunphy and Stace are also grouped by Tushman et al under the concept of converging change. These researchers have used identical names i.e., 'incremental adjustment' and 'fine tuning'. However Dunphy and Stace split the term 'frame-breaking' as suggested by Tushman, into two types i.e., modular transformation and corporate transformation. This gives a more clear idea of different levels at which frame-breaking change can occur. Thus, the writers above suggest that change can be planned. However, this is not always the case.

3.3 SOURCES OF CHANGE

Q5. What are the various of Sources of Change?

Ans : (May-19, Imp.)

Change refers to any alteration that occurs in total work environment. Generally people are accustomed to a well established way of life and any variation in or deviation from that life may be

called a change. Change may be very simple just like to shift the location of an office or it may be a more complex technological change which may even threaten the very existence of some people in the organization.

"The term change refers to any alteration which occurs work environment of an organization."

Why Organizations Change

Organizations change for a number of different reasons, so they can either react to these reasons or be ahead of them. These reasons include:

1. **Crisis:** Obviously September 11 is the most dramatic example of a crisis which caused countless organizations, and even industries such as airlines and travel, to change. The recent financial crisis obviously created many changes in the financial services industry as organizations attempted to survive.
2. **Performance Gaps:** The organization's goals and objectives are not being met or other organizational needs are not being satisfied. Changes are required to close these gaps.
3. **New Technology:** Identification of new technology and more efficient and economical methods to perform work.
4. **Identification of Opportunities:** Opportunities are identified in the market place that the organization needs to pursue in order to increase its competitiveness.
5. **Reaction to Internal & External Pressure:** Management and employees, particularly those in organized unions often exert pressure for change. External pressures come from many areas, including customers, competition, changing government regulations, shareholders, financial markets, and other factors in the organization's external environment.
6. **Mergers & Acquisitions:** Mergers and acquisitions create change in a number of areas often negatively impacting employees when two organizations are merged and employees in dual functions are made redundant.

7. **Change for the Sake of Change:** Often times an organization will appoint a new CEO. In order to prove to the board he is doing something, he will make changes just for their own sake.
8. **Sounds Good:** Another reason organizations may institute certain changes is that other organizations are doing so (such as the old quality circles and re-engineering fads). It sounds good, so the organization tries it.
9. **Planned Abandonment:** Changes as a result of abandoning declining products, markets, or subsidiaries and allocating resources to innovation and new opportunities.

What Organizations Can Change

What organizations can change fall into the following broad areas :

1. **Mission, Vision, & Strategy:** Organizations should continually ask themselves, "What is our business and what should it be?" Answers to these questions can lead to changes in the organization's mission (the purpose of its business), its vision for the future (what the organization should look like), and its competitive strategy.
2. **Technology:** Organizations can change their technology (for example the way they produce whatever they sell) in order to increase efficiency and lower costs.
3. **Human-Behavioral Changes:** Training can be provided to managers and employees to provide new knowledge and skills, or people can be replaced or downsized. As result of the recent financial crisis, many organizations downsized creating massive unemployment that continues to this day.
4. **Task-Job Design:** The way work is performed in the organization can be changed with new procedures and methods for performing work.
5. **Organizational Structure:** Organizations can change the way they are structured in order to be more responsive to their external environment. Again to be more responsive to the marketplace, this also includes where decisions should be made in the organization (centralized or decentralized).

6. **Organizational Culture:** Entities can attempt to change their culture, including management and leadership styles, values and beliefs. Of all the things organizations can change, this is by far the most difficult to undertake.

These are the major elements that organizations can change. It is important to note that changes in one of these elements will usually have an impact on another element. As an example, changing technology may require changes in the human-behavioral area (new knowledge and skills on how to use the technology).

Sources of Change

There are a number of factors both internal and external which affect organizational functioning. Any change in these factors necessitates change in an organization. The more important factors are as follows :

A) External Forces

External environment affects the organizations both directly and indirectly. The organizations do not have any control over the variables in such an environment. Accordingly, the organization cannot change the environment but must change themselves to align with the environment. A few of these factors are :

1. Technology

Technology is the major external force which calls for change. The adoption of new technology such as computers, telecommunication systems and flexible manufacturing operations have profound impact on the organizations that adopt them.

The substitution of computer control for direct supervision, is resulting in wider spans of control for managers and flatter organizations. Sophisticated information technology is also making organizations more responsive. Both the organizations and their employees will have to become more adaptable. Many jobs will be reshaped. Individuals who do routine, specialised and narrow jobs will be replaced by workers who can perform multiple tasks and actively participate in decision making. Managements will have to

increase their investment in training and education of the employees because employees' skills are becoming obsolete more quickly. Japanese firms have progressed rapidly because they are very fast in adopting new technological innovations.

2. Marketing Conditions

Marketing conditions are no more static. They are in the process of rapid change as the needs, desires and expectations of the customers change rapidly and frequently. Moreover, there is tough competition in the market as the market is flooded with new products and innovations everyday. New methods of advertising are used to influence the customers. Today the concept of consumerism has gained considerable importance and thus, the consumers are treated as the kings.

3. Social Changes

Social and cultural environment also suggest some changes that the organizations have to adjust for. There are a lot of social changes due to spread of education, knowledge and a lot of government efforts. Social equality, e.g., equal opportunities to women, equal pay for equal work, has posed new challenges for the management. The management has to follow certain social norms in shaping its employment, marketing and other policies.

4. Political Forces

Political environment within and outside the country have an important impact on business especially the transnational corporations. The interference of the government in business has increased tremendously in most of the countries. The corporate sector is regulated by a lot of laws and regulations. The organizations do not have any control over the political and legal forces, but they have to adapt to meet the pressure of these forces.

In our country, the new economic policy has liberalised the economy to a large extent. Many of the regulatory laws have been amended to reduce the interference of the Government in business.

An organizations is also affected by the world politics. Some of the changes in the world politics which have affected business all over the world are e.g., the reunification of Germany, Iraq's invasion of Kuwait and the break of Soviet Union.

B) Internal Forces

Internal forces are too many and it is very difficult to list them comprehensively. However, major internal causes are explained as follows :

1. Nature of the Work Force

The nature of work force has changed over a passage of time. Different work values have been expressed by different generations. Workers who are in the age group of 50 plus value loyalty to their employers. Workers in their mid-thirties to mid-forties are loyal to themselves only. The youngest generation of workers is loyal to their careers.

The profile of the workforce is also changing fast. The 1990s has been described as a decade where organizations will have to learn to manage diversity. The new generation of workers have better educational qualifications, they place greater emphasis on human values and question authority of managers. Their behavior has also become very complex and leading them towards organizational goals is a challenge for the managers. The employee turnover is also very high which again puts strain on the management. The work force is changing, with a rapid increase in the percentage of women employees, which in turn means, more dual career couples. Organizations have to modify transfer and promotion policies as well as make child care and elder care available, in order to respond to the needs of two career couple.

2. Change in Managerial Personnel

Change in managerial personnel is another force which brings about change in organization. Old managers are replaced by new managers which is necessitated because of promotion, retirement, transfer or dismissal. Each manager brings his own ideas

and way of working in the organization. The informal relationships change because of changes in managerial personnel. Sometimes, even though there is no change in personnel, but their attitudes change. As a result, the organization has to change accordingly.

3. Deficiencies in Existing Management Structure

Sometimes change are necessary because of some deficiencies in the existing organizational structure, arrangement and processes. These deficiencies may be in the form of unmanageable span of management, larger number of managerial levels, lack of co-ordination among various departments, obstacles in communication, multiplicity of committees, lack of uniformity in policy decisions, lack of cooperation between line and staff and so on. However, the need for change in such cases goes unrecognized until some major crisis occurs.

4. To Avoid Developing Inertia

In many cases, organizational changes take place just to avoid developing inertia or inflexibility. Conscious managers take into account this view that organization should be dynamic because any single method is not the best tool of management every time. Thus, changes are incorporated so that the personnel develop liking for change and there is no unnecessary, resistance when major changes in the organization are brought about.

All the above factors are summarized in the following figure.

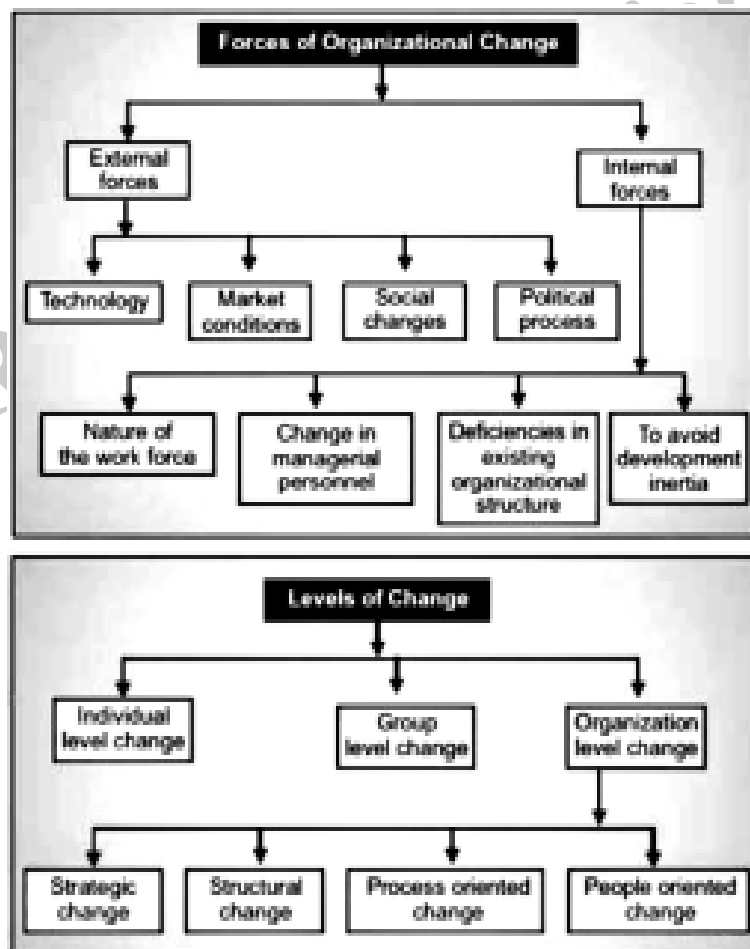


Fig. : Organizational change

3.4 ENVIRONMENTAL TRIGGERS OF CHANGE

Q6. Discuss about Environmental Triggers of Change.

Ans : (May-19)

Determining Forces of Organizational Change

Organization as a system, depend on many interdependent factors which influence it's day to day functioning, strategic decisions and future action plans for facing the competitive challenges successfully. These factors can be both internal and external in nature and determine an organization's readiness for change as well as it's preparedness.

A) External Forces of Organizational Change

The external forces of change stem up from the external environment. These forces have been described below:

1. **Political Forces:** With the rapidly changing global political scenario and the upheavals in the global politics, the worldwide economy is equally undergoing a quick change and presenting several challenges before the organization in the form of changes in regulations, policies and also the economic framework in the form of globalization and liberalization.
2. **Economic Forces:** The economic forces influence organization's change management strategy by either presenting opportunities or challenges in the form of economic uncertainties or growing competitive pressures.

Various factors such as changes in the business cycle, prevalent inflation or deflation rate in the economy, fluctuation in the interest rates, economic recession, changes in the economic policies or tax structures, import/export duties, fluctuation in the oil prices globally, financial stability of the country and also loss/increase in the consumer confidence towards the economic conditions of the country are some of the crucial factors. For example change in the global market, economies create a ripple

like effect and affect the Indian markets too in terms of fluctuations in the capital markets, employment opportunities and rise or fall in the consumer demand.

3. **Technological Forces:** Technological advancements and innovations in communication and computer technology, have revolutionized the organizational functioning by facilitating newer ways of working and added in newer range of products/services thus creating a need for developing a framework for managing change effectively and proactively responding to the challenges as a result of these changes due to the technological forces.

Advancements in the technological field greatly contribute to the overall economic development in the country and also the organization's success or failure in the competitive environment. One of the glowing examples is Singapore, which has emerged as one of the powerful economies within recent times in spite of no natural resource availability. With the usage of Information Technology in the strategic decision making and overall planning, today Singapore holds the status of being the world's first completely networked economy in which all homes, administrative offices, schools/colleges/professional institutions, businesses and government branches are connected electronically.

4. **Governmental Forces:** Governmental regulations and also the extent of intervention may influence the need for change. The following governmental forces have been described below which determine the need for organizational change:

- a) **Deregulation:** Deregulation is associated with decentralization of power or economic interventions at the state level or lessening of the governmental intervention in the economy. For example, as an outcome of deregulation few sectors/industries like insurance, banking, petroleum and many others which were previously

under the direct control of the government, are now being handed over to the private players or companies.

- b) **Foreign Exchange:** Foreign exchange rates directly affect the international trade, as the variations in the exchange rates influence the currency payment structure. Issues or constraints with the foreign exchange rate may compel the government in moving ahead with the imposition of import restrictions on selected items or deregulating the economies for attracting the foreign exchange for investment purposes.
- c) **Anti-Trust Laws:** Anti-Trust laws are enforced by most of the governments for restricting/curbing unfair trade practices. For example, these restrictions have been enforced in India by enacting an act called Monopolies and Restrictive Trade Practices (MRTP), 1971.
- d) **Suspension Agreements:** Suspension agreements are the agreements which are finalized between the governments to waive off anti-dumping duties.
- e) **Protectionism:** Due to the growing competitive pressures, most of the governments try to enforce certain regulations or intervene for safeguarding their threatened industries. For example, by enforcing certain trade barriers, the Indian government protects the local industries such as Handicrafts and Textiles. These trade barriers may take the form of either anti-dumping laws, levy of tariffs or import duties, quantity quotas, and various government subsidies.
- f) **Competitive Pressures:** The increase in the global competition and the challenges enforced due to the competitive pressures, force the organizations in changing their strategies for ensuring their global presence.

Japanese majors like Nissan, Toyota and Mitsubishi, have been continuously relocating their manufacturing as well as their assembling operations to South East Asian countries for achieving a competitive advantage in the form of reduced cost of labour and economies of scale.

- g) **Changes in the Needs and Preferences of Customers:** Changes in the needs of the customers are compelling the organizations to adapt and innovate their product offerings constantly for meeting the changing demands of the customers.

B) Internal Forces of Organizational Change

1. **Systemic Forces:** An organization is made up of a system and several subsystems which are interconnected, just like the way in which a human system functions. The subsystems of an organization are in direct interaction and influence the organizational behaviour as well. A change in any subsystem, result in a change in the existing organizational processes and the complete alignment as well as the relationship.
2. **Inadequate Existing Administrative Processes:** Each organization function by following a particular set of procedures, rules, and regulations. With the changing times, an organization needs to change it's rules and existing administrative processes, failing which the administrative inadequacy might result in organizational ineffectiveness.
3. **Individual/Group Speculations:** In anthropological terms, it is understood that man is a social animal whose desires and requirements keep changing with the changing times, which result in differences in individual as well as group expectations. Various factors on the positive front such as how ambitious an individual is, achievement drive, career growth, personal and

professional competencies and negative factors such as one's own fears, complexes and insecurities are some of the inter-individual as well as inter group factors which influence an organizational functioning on a day to day basis and also its overall performance.

4. **Structural Changes:** These changes alter the existing organizational structure as well as its overall design. Structural changes can be regarded as a strategic move on the part of the organization's to improve profitability and for achieving a cost advantage. These changes may take the form of downsizing, job redesign, decentralization, etc. For example, IBM for introducing reforms in its existing system and procedures and for achieving cost effectiveness has enforced downsizing strategy.
5. **Changes in the Technology:** Within an organization, the technological changes may take the shape of changes in the work processes, equipment, level/degree of automation, sequence of work, etc.
6. **People Focused Change:** In this context, the major focus is laid on people and their existing competencies, human resource planning strategies, structural changes and employee reorientation and replacement of an employee which mean shifting an employee to a different work arena where his/her skills are best suited. It may also be involving establishing new recruitment policies and procedures in line with the changes in the technology.
7. **Issues with the Profitability:** This can also be one of the primary causes which compel an organization to restructure (downsize or resize) or to reengineer themselves. The organization may have profitability issues either due to a loss in revenue, low productivity or a loss in the market share.
8. **Resource Constraint:** Inadequacy of the resources, may result in a powerful change force for the organization.

3.4.1 Triggers for Change from the Technological Environment

Q7. Discuss the triggers for change from the technological environment.

Ans :

There are many different examples of triggers for change emerging from changes in technology and economic environment. Some companies ignored the changes in technological and economic environment as triggers of change. As a result, they were forced to assess their market sustainability for the future.

Companies had never predicted that a large part of young consumer group will use mobile phones. By considering the inclination of people towards mobile phones. The companies are criticizing the 'old-fashioned-looking mobile phones' in their advertisements and favouring the latest designs. This is because they want to attract young people who have made mobile phones a fashion accessory.

Technology has improved to such an extent that the companies have an option of using either a robot or people. If companies opt for robots, then this will have a major impact on employment rates and only few workers will be retained in the new operations environment.

The increasing power of internet-based communication has a substantial influence on organization. In this context, the following quotations can be considered,

BBC news gave a quotation on 9th September 2004 that, "will the internet cafes survive 10 more years? The first UK cyber cafe is believed to have been opened in London's West End in 1994. As it celebrates its 10th birthday, the future uncertain as access at home is an everyday reality".

Financial times, monday gave a quotation on 31st May 2004 'Easyjet automates check-in desks as a latest cost cutting exercise. Passengers will check themselves in through a computerized system'.

BBC news, world edition has given a quotation an 27th August 2004 that 'the generation of young Chinese is embracing the internet as part of daily life. The earth has become a village'.

From these quotations, it can be analyzed that how to improved ability of communication via internet is considerably effecting the way we work and the way we shop, bank, organize, travel and utilize technology available to us for entertainment. The list is endless. It is very helpful to note as few of these quotations represent that internet use is not without issues. The firms which desire to reach markets, clients and customers should know that not everyone is having access to computers or new generations of internet associated mobile phones. Many don't have capability and motivation to use them.

This remains a considerable/substantial consideration especially for those working and using education and health services.

The spread of internet use and opportunities brought about via advances in information technology have a great influence on the organizations, the individuals who are working in the organization and also other parts of organizational environment. As employees use e-mail and internet frequently in their workplace connections, employers are becoming significantly anxious to monitor activity that is not related to work.

3.4.2 Triggers for Change from the Political Environment

Q8. Discuss triggers for change from the political environment.

Ans :

The policies, laws and actions of countries have a profound influence on business world irrespective of whether the countries are governed dictatorially, or as per marxist or democratic principles. The increasing number of international and national bodies elected and unelected, effect organizational life to a greater or lesser extent. Any changes in political environment effect organizations directly and also communicate with changes in economic environment. When changes emerge from one sector of environment, they communicate the forces from some other sectors of environment. Thus, it rarely happens that environmental triggers for change serve as single influences.

The most important role of governments is to improve economic conditions of their countries. Nevertheless, they also serve as lawmakers at micro levels. The socialist government of UK has given a legislation with respect to the pensions Act, 1995 and changed the official retirement age for women from 60 to 65 years. One will be able to see the equalization of pensionable age between 2010 and 2020. This would result in more changes in future because of demands of economy and future lack of skilled workers.

In the past, the government focussed on setting policies and legislations for the future of young people and adults above 65 years who are considered as invisible population. After analyzing studies over the years, the government is now emphasizing on how to manage an older population and how younger population will support this.

The government interference directly in other countries may be considered as a purely commercial decision. Besides this, the decisions by one country's government affect organizational decisions in same country and also other countries across the globe with additional effects for the way they operate.

At domestic level, almost all governments want to control their health care systems. Subsequently, they effect health policies and practices of their countries and health of their population. The complexity of issues occurring as a result of change in health delivery policy in France are listed below,

- (a) A new charge of one euro for looking a doctor.
- (b) An increase in levy payable by companies and pensioners.
- (c) A new reimbursement system to reward patients consult doctors instead of going to the specialist.
- (d) Cracking down on fraudulent sick leave.
- (e) Incentives for patients to select generic drugs over more expensive branded varieties.
- (f) New health ID cards to stop abuse of prescriptions.

The numerous causes and influence of actions by government will influence factors within economic environment and influence factors within economic environment and influence various business and public sectors and attitudes and behaviour within and outside them.

Therefore, it is clear that the political environment has multiple effects on kind of change and also the speed of change and how the triggers or effects may be managed.

3.4.3 Triggers for Change from Socio-Cultural Environment

Q9. Explain about Triggers for Change from Socio-Cultural Environment.

Ans:

Triggers for Change from Socio-Cultural Environment

The policies, laws and actions of government influence organizations and everyday lives of individuals. Similarly, the attitudes and expectations of individuals have impact on their work. The socio-cultural factors that influence the way the organizations are established, operated and managed and their capacity to attract individuals to work within them are,

- (a) Demographic trends with respect to customers and employees.
- (b) Life style changes.
- (c) Availability of skills.
- (d) Business ethics
- (e) Attitudes to work and employment.
- (f) Issues with respect to gender.
- (g) Attitudes to minority groups
- (h) Willingness and ability to move.

The following points indicate how changes in socio-cultural environment effect the attitudes of people towards work and trigger other variations,

1. Social expectations for continuous enhancement in standard of living which must be established against some opportunities to ensure permanent employment.

2. Variations in structures of family where men and women may desire to stay home for looking after children.
3. Demographic changes giving rise to shortages in numbers of young people entering into labour market.
4. Demographic changes affecting numerous people in different age groups and also the number of people of working age r. comparison with those of retirement age.

An article w-men in financial times by Kate Bevan in 1996 commented on nsing number of single men and women living alone besides increase in single widowed people. This was highlighted in the context of changing role of housing associations that presently facilitate social housing for more than 9,00,000 tenants According to Housing Act, (1988) housing associations should seek funds from private sector to replace partial!} funds which were supposed to be given by government The capability of seeking funds by using this means and facilitating social housing, have moved into provision c f accommodation for other groups like medical staff and students. Therefore, the profit and non-profit activities are included.

The see pe has been increased beyond the provision of housing to provision of community availabilities like meals on whee.s and community alarm systems. However, the article has also indicated the changes they made to respond to a change n aw and their funding base has started distorting their basic purpose of care and encouragement of people who are considered as disadvantaged.

Scare 11999) predicted that there will be an increase in the growrh of single person households specially women living ale re However, the trend of early retirement will be slowed de w- j_u to the increase in the official retirement age of women. These trends will have influence on how advertisements are made towards leisure and entertainment industries from younger to middle aged rich consumers.

The implications of all this for numerous organizations is the nec ess ;ty to rise investment in creativity of their workers and systems :o support innovation. The organizations are also required to opt for more flexible ways of working, cooperating across organizations while retaining competitive edge.

3.4.4 Triggers for Change from Economic Environment

Q10. Discuss about triggers for Change from Economic Environment.

Ans :

The factors from economic environment are listed below,

- Competitors
- Changes from public to private ownership
- Wage rates
- Leading policies of financial institutions
- Employment rates
- Suppliers
- Currency exchange rate
- The economic policies of other countries
- The economic policies of government

In organizational environment, the aspects interrelated and operate in complex way to trigger change within organizations. The organizations are more concerned about the triggers for change in the economic environment as their main aim is to make money. In case of public organizations like schools, railway systems and hospitals, they work within the limited budgets. They are concerned about their competitors and other issues like exchange rates, wage rates, corporate tax and availability of skills that determine their capability to compete.

There is no specific way in which organizations respond to or interact with triggers for change emerging from the PEST environment, constraints arising from their own business histories and the influence of their temporal environments. External and internal politics has an important role to play in making change related decisions. Triggers for change not only emerge from PEST environment of organization, there are also several drivers for change operating within organizations themselves and which are required to be managed properly.

3.5 ORGANIZATIONAL RESPONSES TO CHANGE

Q11. Explain the model of Organizational Responses to Change.

Ans :

Change is an indispensable part of any organization. It may be in the form of downsizing, restructuring, reengineering, expansion and so on.

Organizational members (employees) react differently to these changes. For instance, some employees may readily embrace change while other may resist it. All these different responses to change can be easily understood through the models of cognitive, effective and behavioural responses change.

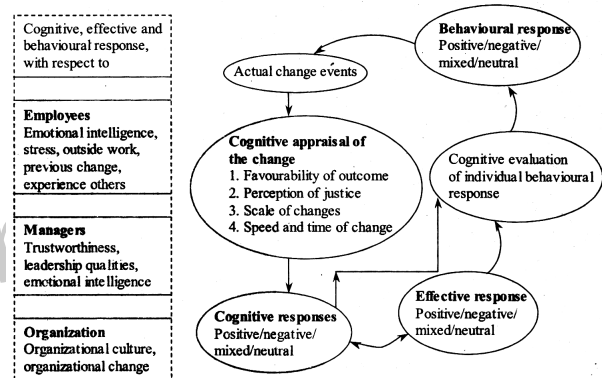


Fig.: Model of Cognitive, Effective and Behavioural Response to Change

Explanation of the Model

The diagrammatic representation of the model shows the cognitive responses that employees may display with respect to organizational changes. These responses may be positive, negative, neutral or mixed in nature. It is also seen that the cognitive responses are also impacted by the affective responses of the organizational members. The model can be applied to initiate and understand a number of different changes which are undertaken by organizations. However, the employees response to similarity of change may vary from one organization to another. This is because employees in different organizations display a different cognitive response.

Usually, cognitive response may be of the following types,

(a) Positive Response

When an employee perceives the change to be beneficial to him/her and to the other stakeholders, they display positive responses and emotions. Such positive emotions may range from mere enthusiasm to bursting with joy and exhilaration.

On the organizational level, positive responses may lead employees to display positive behaviours, such as showing initiative, loyalty, attempt to exceed performance expectations and so on.

(b) Negative Responses

Employees may experience and display negative responses if they see the change that would adversely influence other interested parties. Example, a proposal to reduce the employee lunch time from one hour to thirty minutes, may elicit a negative response from employees. This may cause the employees to face strong cognitive reactions and negative emotions like fear, frustration, anger, hatred etc.

Negative responses may lead the employees towards dysfunctional behaviour which are targeted towards specific organizational member, whom they believe are responsible for the change.

(c) Neutral Responses

An employee's response to a change may be neutral if they perceive that the change does not have any impact on them. They also would not experience any emotional arousal and are likely to be submissive/collaborative.

(d) Mixed Responses

Sometimes, an employee may display a mixed response reaction to organizational change. It maybe a combination of positive cognition and negative emotion, positive cognition and neutral emotion or any other combination of the three elements. Example, an employee may perceive an extended workshift for the customer but may not like working in inconvenient workshifts. Thus, this model helps to clearly understand individual responses to change.

Q12. Explain organizational system operating in multidimensional environments. What are the five levels of environmental turbulence and their comparison with different kinds of change situation proposed by Stacey?

Ans :

The total operating environment of an organization involves three types of environment. They are temporal, external and internal environment.

1. Temporal Environment

It involves historical developments and activities that are industry focused and those which depends on knowledge and brain power.

2. External Environment

It includes political, technological, economic and socio-cultural environment, factors leading to globalization and increasing concern with PEST environment.

3. Internal Environment

It involves first line responses to changes taking place in external and internal environments.

Environmental Turbulence

The levels of environmental turbulence enables to understand the dynamics of any organization's environment. According to Ansoffi and McDonnell, performance of a firm can be optimized when its aggressiveness and responsiveness suit its environment. They have proposed five levels of environmental turbulence.

1. Level 1: Predictable

A repetitive environment which has market stability wherein repetition of challenges occur, change is slow than ability of organization to respond, no changes in expected future.

2. Level 2: Forecastable by Extrapolation

Managers could handle increasing complexities and extrapolate from past and predict future confidently.

3. Level 3: Predictable Treats and Opportunities

When organization's ability to respond becomes difficult then complexities increases. But, it is still possible to predict future with some level of confidence.

4. Level 4: Partially Predictable Opportunities

The level of turbulence increases with addition of changes relating to socio-political and global environments future can be partly predicted.

5. Level 5: Unpredictable Surprises

There is further increase in turbulence with unexpected events and situations happening quickly than organization could respond.

Stacey has proposed three kinds of change situation to compare with these levels. They are: closed change, contained change and open-ended change.

1. Closed Change

Closed change refers to continuing operation of an existing business. A closed change situation occurs when some historical events can be recollected and one could identify what happened, why it happened and what were the outcomes. And it is possible to explain those events and actions that will have an impact on future business.

2. Contained Change

In this type of change, events and actions coming from past are not so clear. One could only recollect what probably happened, why it probably happened and what were probable outcomes. The impact of events and actions on future of business can be qualified by probability statements.

3. Open-Ended Change

In this type of change, events and actions coming from past and continuously effect future, it does not require explanation as it is widely accepted by the participants.

3.6 IMPACT OF CHANGE ON ORGANIZATIONS

Q13. What is Impact of Change on Organizations?

Ans :

There are several reasons and factors that force the organization to bring about a change and necessitate its movement from the current situation. Many a times, it is the external environment that triggers reaction. For example, the car manufactures and petroleum organizations made a movement from status quo to the provision of more environmental friendly forms of produce. The analysis of change was made by Pettigrew (1995) at ICI. He tried to identify what precipitates change. According to his analysis, there were no clear beginnings and ends to strategic change. He observed that environmental disturbances were acting as the main precipitating factor. However, he thinks that it is inappropriate to consider environmental disturbances as the role causes of change.

One cannot attribute the change completely to the environment as this indicates that the organizations are simply moving here and there in the situation of change and are not able to exercise or influence direction. According to Pettigrew (1985), the changes occur within an organization in response to processes of management choice, perception and action and to economic and business events. In this sense, managers observe that the changes which are occurring to them indicate the need for change. They also become aware of internal context of change as it relates to culture, structure, systems of power and control. This gives them an idea of whether to introduce a change or not.

It is important to consider the causes of change and the factors responsible for change. In any organization when changes occur, there are several reactions to the change.

- Changes occur due to competition
- Changes occur due to government legislations
- Changes occur due to alterations in the economy, at home or abroad

- d) Changes in technology used
- e) Changes in the tastes and expectations of customer
- f) Changes in communication media
- g) Changes in the supply chain
- h) Changes in value system of society
- i) Changes in the distribution chain.

In response to outside world or external triggers, organization makes internal changes. There are several factors which result in internal triggers of change. Organizations redesign their structure to fit a new marketing strategy or a new product line and similarly changes are brought in job responsibilities to fit new organizational structures.

Sometimes, organization attempts to be ahead of change by being proactive which can become a final cause of change. For example, proactive change occurs when the organization attempts to predict problems in the market or to neutralize the impact of recession on its business.

Q14. How people are affected by change ?

Ans :

Every change that takes place in an organization has some or the other type of impact on its people. The people of organization include clerks, operatives and other workers who are supposed to bring about change in their working behaviour such that change objectives can be attained. There are many employees in organization operating at different levels but those who are directly involved in performing the intentions of management are the most affected people.

To achieve maximum benefits from a change, employees should minimize any resistance to change. Resistance can be minimized and acceptance can be maximized if managers understand the nature of resistant behaviour, resisting feelings and attitudes and the complex dynamic relationships between these. The main sources from which these forces are derived are,

- Each individual affected by change
- The organizational setting
- Culture, environment and context and
- The nature of change.

People are affected by change in three distinct ways,

1. Operational effects
2. Psychological effects and
3. Social effects.

1. Operational Effects

People are required to change their behaviour and the way they carry out the physical routines. The operational effects of changes on behaviour of people can be understood from the following examples,

- (i) Ramesh is advised to learn to carryout a different sequence of operations along with different arm- hand-finger movement as many of his movements in assembling an electronic amplifier are not more required.
- (ii) The organization gives notice to all the employees and instructed them to wear safety glasses while they work in specific sections of the laboratories. Therefore, the employees should wear safety glasses when they operate in such areas.

From these examples, it can be analyzed that operational effects of change caused the people to change the way they carry out their work. *Most of the* times, the immediate purpose of change is to make alterations in behaviour. Upon these alterations the successful implementation depends. However, employees don't bring changes in behaviour immediately after the request is made by management. Thus, the cooperation of those directly involved in change can bring desired alterations.

2. Psychological Effects

Each and every change has both operational and psychological impact on the people involved. When an organization decides to announce a change, every employee starts wondering how the change will have impact on the regular ways of working. As change creates uncertainty, there are many chances that employees will raise questions. Often, such uncertainty is related to the ability of an individual to deal with the required operational change.

It is both the individual personality characteristics and the nature of change itself that trigger concerns. Individuals may raise questions based on their experiences and their own personality. At times, the change itself is likely to stimulate some type of questions.

The following examples will help you understand the psychological effects of change on people. Suppose that a company introduces a new complicated automated machine to carryout a sequence of operations which were previously performed on the simple machines. When an operator who has an idea of operating on the old equipment is selected to run the new machine, the operator may raise several questions about the new machine. These questions will rise irrespective of his experience and personality.

Therefore, as changes impact psychological effects, one can predict that some questions may arise to every affected individual. These questions usually revolve around the concern of individual towards competence, performance, status, fair treatment, personal worth, learning etc. All these changes arise as a result of change in the work and its environment.

3. Social Effects

Change also result in social effects. These changes are nothing but alterations that occur in the established relationship of a person with the management, union officials, others in- a group, and the organization as a whole. When a change is introduced, it will alter the relationships between employees and organization including supervisors and managers. According to Coffey et al (1975), the basic framework for these relationship is set up by the technology and the organization of work including its physical environment.

For instance, the interaction or communication patterns among a group working on an assembly line may be different from the interaction pattern of individuals in group performing similar operations. The pattern of interaction are also affected by other aspects of working environment such as physical

location of the operation, level of skills, the pay system and the means by which the work flows from one point to another.

The nature of relationships can be determined by the individual personal needs of people involved. People are likely to adjust the character of their relationships to fit specific needs arising from individual personalities. Every individual who spends a large part of their time in organization will have tried to establish rapport with others to satisfy their personal needs. But when the work procedures and systems are changed, there will be alterations or disruption in those satisfying and comfortable relationships.

When a change is announced, people starts wondering about how their future relationships will be. It is possible to predict the questions that may arise if these existing relationships are analyzed carefully. Thus, there are critical consequences of social effects of change specially when there are chances of alterations in personal status.

To introduce a change and implement it successfully, it is important to consider all three effects and they should be dealt in a systematic manner. Usually, the change can be successfully implemented based on how it is perceived by everyone involved.

3.7 RESISTANCE TO CHANGE

Q15. Discuss about the Resistance to Change.

Ans :

Causes of Organisational Resistance to Change

At the organisational level also, change may be resisted. The main reasons for this are as under:

1. **Organisational Structure:** Some organisational structures have inbuilt mechanism for resisting change. Consider, for instance, a typically bureaucratic structure wherein jobs are narrowly defined, lines of authority are clearly spelt out and the flow of information is stressed from top to bottom. In such an

organisation structure, new ideas rarely travel down the hierarchy because these are screened out. Innovations are not suitable for such an organisation.

2. **Resource Constraints:** Some organisations resist change due to scarcity of resources. Greater the scarcity of resources, greater is likely to be the resistance to change. An organisation may not like to incorporate change because it requires huge investment.
3. **Threat to Power:** When people at the top consider change as a potential threat to their position and influence, they resist it. Change may disrupt the power relationships and produce a new power equilibrium. This new equilibrium may reduce the power and prestige of some of the senior executives. Therefore, they would oppose the change.
4. **Sunk Costs:** An organisation may also resist change because it has invested in fixed assets and human resources. These costs cannot be recovered unless the assets and resources are put to productive use. When change is introduced, many of these costs become useless. That is why, existing machines may not be replaced with change in technology. Similarly, some executives may be retained despite their outdated skills and experience. Their pay and other benefits represent sunk costs.

Strategies to Overcome Resistance to Change

Since it is natural for human beings to resist change, the main problem in introducing and implementing change is to overcome resistance to change. Efforts for overcoming resistance to change can be made both at the individual level and the group level. The main techniques that can be used to overcome resistance to change are given below:

1. **Education and Communication:** One of the simplest techniques to resistance to change is to inform people about the change. People can be educated to become familiar with the nature and process of change. Counselling and training can be used to

change the basic values and attitudes of people. Communication is very useful because many people resist change due to lack of information or misunderstanding. While communicating change, a manager should explain :

- (a) What the change is ?
- (b) Why the change is needed ?
- (c) When it is to be introduced ?
- (d) How it will be implemented ?
- (e) How the change will be beneficial to all ?

This would help people to visualise the need for and logic of change. They would appreciate the change much better and will accept it easily. The main advantage of this method is that once convinced people themselves would help in the implementation of change. However, it is a time- consuming method and requires continuous education of those affected by the change.

2. **Participation and Involvement:** The management should discuss the change with the subordinates because people who have an opportunity to participate in planning for change will have some feeling of commanding their own destiny and not of being pushed around like so many pawns on a chessboard. Participation will give the people involved a feeling of importance. They are likely to be more committed to the change if they are convinced about the rationale of change. On the other hand, a change imposed from above is likely to make people feel that their knowledge and skills are being ignored.

3. **Education and Training:** In order to successfully implement the change, subordinates must be indoctrinated in new relationships, taught new skills, helped to change attitudes, given the information they need to understand where they fit into the picture and how they will be expected to operate under the new set-up. The educational process can be aided by training classes, meetings and conferences.

4. **Facilitation and Support:** Easing the change process and providing support for those caught up in it is another way managers can deal with resistance to change. These include listening, providing guidance, allowing time off after a difficult period, and offering facilitative and emotional support. Facilitative support means removing physical barriers in implementing change by providing appropriate training, tools, materials, etc. Emotional support is provided by showing personal concerns to the subordinates during periods of stress and strains.
5. **Negotiation and Agreement:** Negotiation with those resisting the change and offering them incentives may be a useful technique for overcoming resistance. Examples are union agreements, promotion of nominees of the union, increased economic benefits to employees, etc. It may become relatively easy to avoid major resistance through negotiation.
6. **Manipulation and Co-option:** Sometimes, managers covertly steer individuals or groups away from resistance to change. They may manipulate workers by releasing information selectively or by consciously structuring the sequence of events. Or they may co-opt an individual, perhaps a key person within a group, by giving him or her a desirable role in designing or carrying out the change process. Aside from the doubtful ethics of such techniques, they may also backfire.
7. **Explicit and Implicit Coercion:** Managers may force people to go along with a change by explicit or implicit threats involving loss of jobs, lack of promotion and the like. Managers may dismiss or transfer employees who stand in the way of change. As with manipulation and co-option, such methods, though not uncommon, are risky and make it more difficult to gain support for future change efforts.

3.8 TYPES OF CHANGE

Q16. What are the Types of Change?

Ans :

Types of Changes in Organization

1. Happened Change

This kind of change is unpredictable in nature and is usually takes place due to the impact of the external factors. Happened change is profound and can be traumatic as it's consequences are unknown and out of direct control. This kind of a change happens when an organization reaches the plateau stage in its life cycle and gets victimized by the environmental pressures or demands. For example, currency devaluation may adversely affect the business of those organizations who have to depend upon importing of raw materials largely. In certain cases, some political, as well as social changes, are unpredictable and uncontrollable.

2. Reactive Change

Changes which take place in response to an event or a chain of various events can be termed as Reactive Change. Most of the organizations indulge in reactive change. This kind of change usually occurs when there is an increase or decrease in the demand for company's products or services. It can also be a response to a problematic situation or a crisis which an organization may be faced with. For example, due to the advancements in technology or growing technological changes, an organization may be forced to invest more in technology to stay ahead to face the stiff competition. Recreation can also be regarded as a reactive change, which involves the entire organization and occurs during the stage when an organization is undergoing a serious crisis.

3. Anticipatory Change

If a change is implemented with prior anticipation of the happening of an event or a chain of events, it is called as anticipatory change. Organizations may either tune in or reorient themselves as an anticipatory

measure to face the environmental pressures. Tuning in essentially involves implementing incremental changes which mean dealing with the subsystems individually or just with the part of a system. Reorientation essentially involves changing the organization from the existing state to a desired futuristic state as an anticipatory measure and then dealing with the entire process of transition.

4. Planned Change

Planned change is also regarded as the developmental change which is implemented with the objective of improving the present ways of operation and to achieve the pre-defined goals. Planned change is calculated and is not threatening as in this the future state is being chosen consciously. The introduction of employee welfare measures, changes in the incentive system, introduction of new products and technologies, organizational restructuring, team building, enhancing employee communication as well as technical expertise fall under the category of Planned Change.

5. Incremental Change

Change which is implemented at the micro level, units or subunits can be regarded as incremental change. Incremental changes are introduced or implemented gradually and are adaptive in nature. It is based on the assumption that these small changes will ultimately result in a large change and establish the basis for forming a much healthier and a robust system. It even offers an opportunity to an organization to learn from its very own experiences and create the adaptive mechanisms for meeting the ultimate organizational vision. The extent of damage due to a failed incremental change effort is expected to be much lesser than the change which is implemented on a large scale or introduced universally.

6. Operational Change

This kind of change becomes a requirement or the need when an organization is faced with competitive pressures as a result of which the focus is laid more on quality improvement

or improvement in the delivery of services for an edge over the competitors. Similarly, changes in the customer's buying patterns or demands or the internal dynamics of an organization equally necessitate the implementation of operational change. Operational change as the name implies means introducing changes in the existing operations for realizing the intended goals. This may include bringing in changes in the current technology, improving/re-engineering the existing work processes, improving the distribution framework or the product delivery, better quality management and improving the coordination at an inter-departmental level.

7. Strategic Change

Strategic Change is usually implemented at the organizational level, which may affect the various components of an organization and also the organizational strategy. A change in the management style in an organization could be considered as an example of strategic change. A multinational organization like Toyota has taken a step ahead in bringing in a change in the overall organizational philosophy for availing the advantages of being a leaner organization structurally, flexibility, decentralized decision making and functioning of organizations and equally allows a greater extent of freedom or autonomy in implementing proactive decisions. This kind of change is expected to have a cascading effect on the entire organization and accordingly would be having an influence on the overall performance.

8. Directional Change

Directional change may become a necessity due to the increasing competitive pressures or due to rapid changes in the governmental control or policies, which may include changes in the import/export policies, pricing structure and taxation policies, etc. Directional change can also become imperative when an organization lacks the capability of implementing/executing the current strategy effectively or during the circumstances when a strategic change is required.

9. Fundamental Change

Fundamental Change essentially involves the redefinition of organizational vision/mission. This may be required during extremely volatile circumstances like volatility in the business environment, failure of the leadership, a decline in productivity as well as the overall turnover or problems with the morale of the employee.

10. Total Change

A Total Change involves change in the organizational vision and striking a harmonious alignment with the organizational strategy, employee morale and commitment as well as with the business performance. Total Change becomes a requirement during those circumstances when an organization is faced with many criticalities such as long-term business failure, incongruence between the employee and organizational values, failure of leaders/management in anticipating the realities of business environment or the growing competitive pressures and concentration of power in the hands of few. A new organizational vision along with major strategic changes as well as complete organizational surgery can be the only solution at this point of time.

3.9 CHANGING FACES OF CHANGE**Q17. Discuss about the Changing Faces of Change**

Ans : (May-19, Imp.)

The changing faces of change can be understood from following changes which took place in different companies.

1. Eastern Promise

Tesco, one of the leading supermarket chain of UK has planned to outsource its jobs to India. By following the trend of many financial and telecommunications companies, Tesco has decided to first move to India. The three UK centres of Tesco was planned to shift to Bangalore as a result closing down of UK

sites at Dundee, Cardiff and Welwyn Garden city. 70% of staff who were affected by transfer of 350 jobs has taken up alternative roles at Tesco. But, it has a long term effect on employment in UK. Opposition from trade union was increasing as they were claiming that transfer of work to India was costing nearly upto 2,00,000 jobs in UK.

2. Novell to Reduce 900 Jobs and Restructure

Novell, a leading software company planned to restructure its operations by removing 900 jobs or 16 percent of its workforce. As company emphasized on e-business applications and going out of its main network operating system business, it resulted in job losses.

3. Xenos, a World Leader

Xenos is a world leader in the area of development and implementation of software solutions which convert documents and data into e-content. It has planned to restructure its organization. The changes in organization will facilitates in quick development of new product, improve customer support and using new strategic alliance to promote the future growth of company. The main components of restructuring involves consolidation of product development of company, merging of implementation services and pre-sales activities, development of new global marketing organization, a new customer support operation and streamlining human resources finance and administration departments. Restructuring also involves a fall of 12 percent in staff all over the organization globally and costs of approximately \$ 1 million.

4. United Utilities Comprise the Benefits of E-Business

United utilities business manage groups own licensed assets that emphasize on cutting of

cost and increase in efficiency. The other core business of group are customer sales, contract asset management and business process outsourcing will emphasize on becoming profitable and reducing costs. Apart from this, united utilities include benefits of e-business wherein investments are made in ideas and extending boundaries. They are planning to reorganize the group and progress depending on two core skills of group and utilize their strengths in new initiatives to explore opportunities of e-business and competition.

5. Adaptability Furnishes Key to Craftsmen's Long Survival

Another changing face can be observed from industrial Britain, it is difficult to defeat high Wycombe in Buckinghamshire. Because of intense competition from furniture makers in low cost countries, high Wycombe's companies has fallen down to nearly 20. The managing director of company, Peter head stated that new designs were made to face the competition. They manufacture office furniture which includes 'pods' in which desk, chair and computer workstation are combined and fulfill the requirements of high-technology businesses. These can be sold for thousands of pounds.

6. NHS Revolution Breathes New Life Into Private Sector

The UK government is planning to look outside health providers to reduce waiting time at hospital. It was a great move for government to work with private health sector. The government was thinking to change NHS from service provider to purchaser of care. It is looking up for providers in Europe and South Africa. UK service providers will face knock on effect as NHS is planning to move further to other countries which are offering competitive prices.

7. Deal Reduces Low-Cost Flights to Two Main Carriers

Ryanair is Irish based low cost airline company has expanded the low cost airline competition by purchasing the sick airline company Buzz. Actually, Buzz was set up by Dutch airline company KLM. But after sometime Dutch company realized that it could not finance anymore, so they plan to look for a partner. At that time, Ryanair has taken over Buzz and increased its number of routes. With the progress of business, Ryanair increased its order to have an additional 100 being aircraft.

8. A Good Year for 'Patient Protection' Law

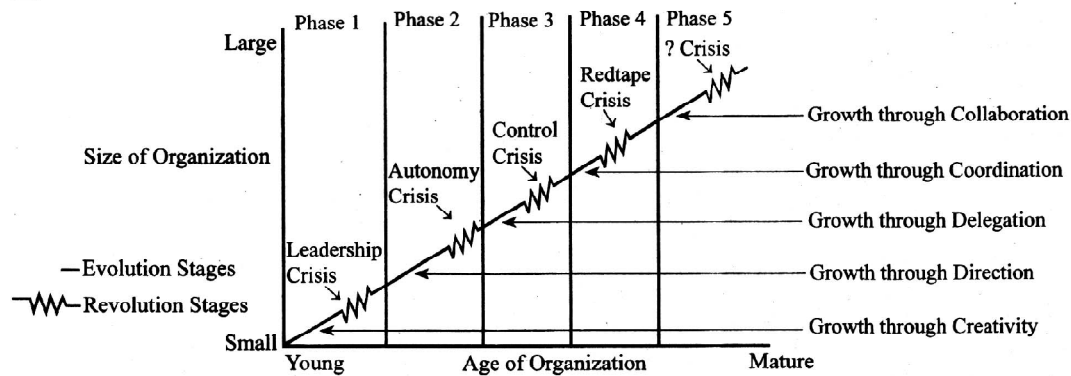
The year 1996 can be referred as year of managed care customer. State legislatures have passed some measures in 16 states like patient protection measures compulsory 48 hours maternity stay, ban on gag clauses imposed on physicians by HMOs. American medical association has prepared some part of patient protection Act and passed it in nearly 20 states. Joy Johnson Wilson, director of health committee at national conference of Denver, estimated that managed-care organizations will transform their practices to redirect further legislation in 1997.

3.10 PREDICTABLE CHANGE

Q18. Explain the Greiner model which facilitates in predicting change.

Ans:

According to Greiner, organizations expand in size and matures and passes through five stages, each linked with different growth period in life of organization. Beside this when each growth period moves to the next period, organization pass through short lived crisis period. They are referred as evolution and revolution stages.



The characteristics of each phase of growth proposed by Greiner are explained below,

Phase 1: Creativity

Following are the characteristics of creativity phase,

- It has an informal structure.
- In this phase, immediate response is given by system to customer feedback.
- People in this phase are individualistic, creative, entrepreneurial and ownership type.
- Fun and market response are strengths of this phase.
- Organization face crisis of leadership in this phase.
- In this phase, boss is overloaded and founder is not suitable for managing.

Phase 2: Direction

Following are the characteristics of direction phase,

- In direction phase structure is functional, centralized, hierarchical and top down.
- In direction phase, standards, cost centres, budget and salary systems are made.
- In this phase, individuals are strong directive in nature.
- Efficiency is strength of this stage.
- Organization face crisis of autonomy in this phase.
- This phase is not appropriate for diversification, it is cumbersome & hierarchical which does not allow people to grow.

Phase 3: Delegation

Following are the characteristics of delegation phase,

- It has decentralized and bottom up structure.
- In this phase, systems are engaged in profit centres bonuses and management by exception.
- People in this phase have full delegation of autonomy.
- High management motivation is strength of this phase.
- Organization face crisis of control in this phase.
- In this phase, top managers lose control as freedom generates parochial attitudes.

Phase 4: Coordination

Following are the characteristics of coordination phase,

- (a) In this phase, structure is decentralized and involves staff functions, Strategic Business Units (SBUs) and units combined into product groups.
- (b) In this phase systems are engaged in investment centres, formal planning procedures and have tight expenditure controls.
- (c) People in this phase are like watchdog.
- (d) Allocation of corporate and local resources is done efficiently.
- (e) Organization face crisis of red tape in this phase.
- (f) In this phase, bureaucratic divisions are made between line/staff, headquarters/field, etc.

Phase 5: Collaboration

Following are the characteristics of collaboration phase,

- (a) In this phase, matrix type structure is followed.
- (b) Information systems are simplified and integrated.
- (c) People in this phase are innovative, team oriented and have educational bias and offer interpersonal skills at premium.
- (d) This phase has greater spontaneity, flexible and behavioural approach.
- (e) Organization face which type of crisis is not known.
- (f) Psychological saturation is weakness of this phase.

Greiner model facilitates in recognizing situation of organization to become aware of next crisis point which may come. It helps to plan necessary change when organizations grow and mature. Therefore, it is essential to use models and techniques for analyzing type of change situation prevailing to ascertain the type of change to occur.

Q19. Explain the typical life cycle pattern proposed by Clarke.

Ans :

Clarke has proposed a brief description of typical life cycle pattern in following stages,

1. The Entrepreneurial Stage

In this stage, main purpose is to survive by providing a service or manufacturing a product. Organizational culture is fashioned by the founders be it a new organization, part of establishment or new subsidiary. With progress, organization grow and require more staff. Staff should be managed and future organizational strategy becomes difficult. Alternative to this is growth should be restricted and remain small or else grow and recruit more professional managers.

2. The Collective Stage

In this stage, organization will get a shape wherein departments and functions are defined and main theme is labour division. Recruitment of professional managers is done who are strong leaders and have same vision as the founders. Further progress results in management control and delegation. As organization is occupying its position, internal tasks are allocated and those who possess autonomy and responsibility to perform them become pre eminent.

3. The Formalization Stage

Communication and control systems become more formal. It is necessary to separate management tasks and lower level managers. Bureaucratization takes place because of existence of coordination and control systems which also includes salary structures, reward and incentive schemes, hierarchical levels, reporting relationships and discretion and autonomy for lower level managers. There is continuous growth of organization but it is burdened by bureaucratization process.

4. The Elaboration Stage

Elaboration stage is a stage of strategic change wherein organization reach a plateau at growth curve and indicate initial stage of declining in performance. Managers must acquire knowledge to achieve change like team work, problem confrontation and self assessment in order to handle bureaucratic structures. There is rapid turnover and replacement of senior managers in this stage.

3.11 DIAGNOSING CHANGE SITUATION

Q20. Discuss about the Diagnosing Change Situation.

Ans :

Successful change is possible only by choosing the right path which is appropriate to the right situation. In order to diagnose the exact organizational situation, some tools and techniques such as Greiner model, SWOT and PEST analysis are required.

Strebel has proposed a model of industry behaviour which is similar to Greiner model of cycle of behaviour. Greiner associate its model to changes taking place in structure and management of organizations whereas Strebel connects the model to competitive environment of organization. The concept of evolutionary cycle of competitive behaviour is used by Strebel for introducing the idea of 'breakpoints' which indicates the time at which organization should change their strategies as a reaction for changes in competitor's behaviour.

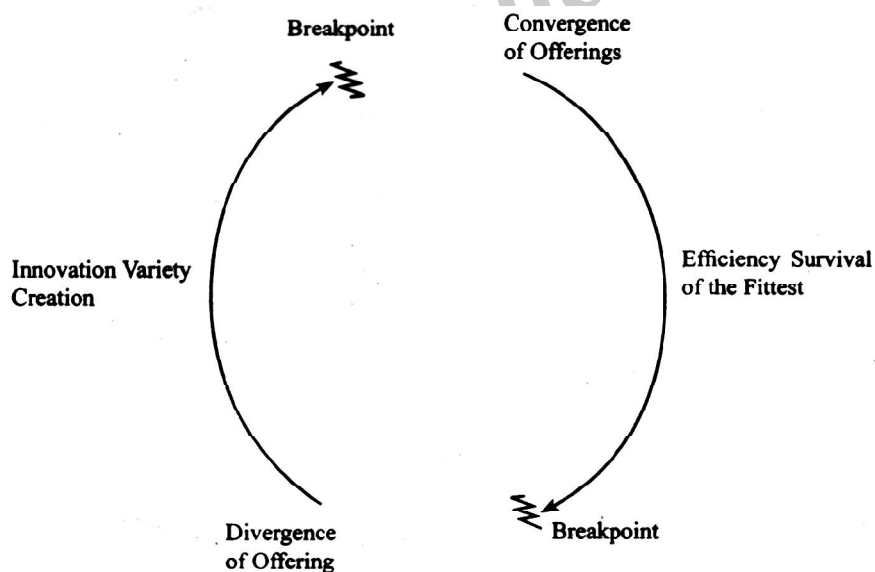


Fig.: Evolutionary Cycle of Competitive Behaviour

Cycle of competitive behaviour comprises of two main phases i.e., innovation phase and efficiency phase. Innovation Phase

It occurs when a new business opportunity is discovered from any source. It leads to a phase in evolutionary cycle causing divergence in competitor's behaviour as they strive to explore new opportunities along innovative new offerings.

Efficiency Phase

In this phase, who are 'less efficient are removed and only perfect are allowed to survive. It leads to convergence and it is a cost cutting phase which continues unless there is fall in returns from cost reduction and developing a new breakpoint where cycle starts again.

As per competitive cycle, there are two basic types of breakpoint,

1. Divergent breakpoints are related to increasing variety of competitive offerings as a result creates more value for customer.
2. Convergent breakpoints are related to advancements taking place in the processes which are utilized to deliver offerings as a result delivery cost is reduced.

StrebePs model facilitates in understanding the external environment wherein organizations perform, specifically economic and technological aspects. Identification of breakpoints involves many problems. Organization is required to have both formal and informal systems adapted to search indicators from the environment. Formal system must have those indicators which involved with environmental scanning benchmarking, data collection and interpretation. Even the structure of organization must facilitate rather than obstructing these activities. Informal aspects of organization are very essential like open attitudes of managers and personnel, level of cooperation instead of destructive competition between divisions and departments and culture which is supporting innovation and change.

As per the recommendations of Strebel, it is better to characterize organizational problems in terms of complexity, variability, involvement of people, elements of problem and solution instead of diagnosing change through scanning of organization competitive environment.

Q21. Differentiate between difficulties and messes.

Ans :

Following are the differences between difficulties and messes,

S.No.	Difficulties	Messes
1.	Difficulties are bounded so referred as hard complexity.	Messes are unbounded so referred as soft complexity.
2.	They are of smaller scale.	They are of larger scale.
3.	Implications of difficulties, are less serious.	Implications of messes are worrying and serious for all concerns.
4.	They have quantifiable objectives and performance indicators.	They have subjective and semi-quantifiable objectives.
5.	It involves relatively less people.	It involves more people with different attitudes and persuasions.
6.	They have known timescales.	They have fuzzy timescales.
7.	Difficulties can be considered in isolation away from organizational context.	Messes are interrelated complexities of problems which cannot be isolated from their context.
8.	As they are bounded, so they are treated separately from wider organizational context have less interactions with the environment.	As they are unbounded, so they spread all over the and organization and sometimes go beyond it.
9.	Difficulties have some facts which facilitates in acquiring solution.	Messes does not have knowledge of factors and uncertain about what should be known.
10.	Difficulties have acceptance by people relating to elements of problem.	Messes have less acceptance relating to elements of problem.

3.12 PERSPECTIVES ON CHANGE

Q22. Discuss about the resources depends perspectives on change.

Ans : (May-19, Imp.)

Some of the important perspectives on organizational change are,

1. Contingency perspective
2. Resource dependence perspective
3. Population ecology perspective
4. Institutional perspective
5. Evolutionary perspective and
6. Adaptation perspective.

1. Contingency Perspective

The contingency perspective emphasizes on the changes concerning organizational structure. One may describe structure as the way in which a complex task is divided into individual activities and all these separate activities are integrated to achieve the purpose of organization. The two main dimensions i.e., specialization and integration are used to describe the structure.

Specialization is defined as the number and types of activities that collectively give rise to individual jobs in the organization. It can also be referred to as division of labour. There exist horizontal and vertical divisions of labour in organization. Coordinating the work of individuals through various ways and means is referred to as 'integration'. The ways such as systems, goals, plans and targets, supervision rules and procedures are used for implementation purpose. This coordination ensures prevention of chaos and maintenance of standardization and uniformity in the activities of organization. Therefore, coordination helps in increasing effectiveness, improving quality and productivity of the organization.

Organization change which involves restructuring can be brought about by effecting change in the two dimensions of organizational structure i.e., specialization and integration. This change is often initiated by the management of the organization.

Job specialization and coordinating mechanisms in organization are the main issues with which the structural contingency perspective of change is mainly concerned. This perspective of change suggests that there are several factors that affect appropriate structure including strategy, technology, size and organizational environment. The structure that fits or aligns with its contingency variable is considered to be the most appropriate and effective structure. Any type of change in one or more contingency variables will lead to inappropriate results. As there results in impacts the performance of organization, a change is needed. Any change in size, strategy, environment or technology of organization will call for the need to bring about change in structure of organization to ensure effectiveness.

The contingency perspective by focussing on the relationship between change and environment, gives more importance to 'complexity' and 'stability' as the two components of the environment. When several different organizations operate in same environment, it is referred to as 'complexity'. Complexity is reduced when there are only few organizations operating in the environment. The rate of change in the other organizations operating in the same environment is referred to as 'stability'. An environment is viewed as stable when the rate of change is slow and it is considered as unstable when the rate is rapidly high. With the increase in complexity and stability, there will also be an increase in the level of uncertainty.

According to research studies, when the rate of change is high, the environment is unstable, organization adopts a free flowing, more flexible and adaptive approach wherein the decision-making is decentralized and the organization depends more on teams and task forces to coordinate activities and the living system approach. Such organizations are known as organic organization. When the organization operates in an environment where the rate of change is low, the external environment is stable, the organization is characterized by rules, procedures, a clear hierarchy of authority and a centralized decision making and the organization follows a top down approach. This type of organization is known as mechanistic organization.

However, contingency perspective is criticized on the consideration of perspective. It considers only two variable at a time such as size and structure,

environment and structure etc. In recent years, a concept called 'configurational approach' is introduced in which the contingency variables are clustered together. This concept is specifically introduced to deal with the criticism. The clusters known as 'configurations' are combinably used while deciding an effective structure.

2. Resource dependence perspective

It is essential for every organization to acquire resources from the environment to survive in the market. This is the main focus of resource development perspective. This perspective suggests that external stakeholders have control over the organization to analyze the prominence of external stakeholders, one should look at the power structure of organization at the top level. There are many aspects that reflect the evidence of resource dependence such as management control, regulation, resource allocation, fund raising etc. Therefore, there will be high dependency on the groups and organizations in the environment that have control over its resources. This in turn increases the chances of organizational uncertainty and vulnerability.

Resource dependence perspective emphasizes that the dependence on environment should be reduced by adopting a series of strategies and attempts to affect and control the environment. The complete process has a political under current offering it momentum. While proposing this perspective Pfeffer and Salancik (1978) have made a differentiation between external and internal strategies which adopted by an organization to bring about the required change as presented in the following table,

Internal Strategies	Domain choice	It is a strategy of doing business in a new industry or market to reduce uncertainty.
	Buffering, Smooth, Rationing	These strategies are used to safeguard production process of organization from demand fluctuations. Several activities included in this are maintaining inventory, providing discounts, having many suppliers preventive maintenance etc.
	Recruitment	Hiring people from the organizations that are external to the firm and can help in dependence on these organizations.
	Environmental Scanning	It involves scanning the environment for patterns, trends and changes to become aware of anticipatory changes and prepare these to respond to changes in environment.
	Advertising	Improving visibility to enhance or maintain market share.
External Environmental Strategies	Contracting	Maintaining long-term contacts with suppliers to minimize uncertainty.
	Coalescing	It involves mergers, joint ventures and strategic alliance with other firms.
	Lobbying	Influencing regulatory bodies such as government to frame policies and actions that are according to the interests of the organizations.
	Co-opting	It involves allowing the experts/people of reputation from outside the organization into the board of directors to offer expertise and improve the image of company.
	Geographical Dispersion	It involves relocation of business to other parts of country to benefit from the differences in costs or concessions, enhance visibility to enhance market share and to become closer to customer etc.

The main aim of internal strategies is to adapt and change the organization to fit the environment and external strategies aim at changing the environment to fit the organization.

3. Population Ecology Perspective

The population ecology perspective assesses the contingency perspective. It disapproves the contingency perspective based on the following points,

1. It is not necessary that leaders possess sufficient information about the environment.
2. There could be political resistance in the organization.
3. There may be legal and financial compulsions in a firm which may obstruct the firm in the entry or exit from present industries/markets.
4. The organizational assets might be suited to the current organizational requirements.

All these acts as critical blocks for the contingency perspective to be put into practice. Thus, the population perspective has suggested a new concept in which the focus is laid on studying a population of a magnitude of organizations instead of emphasizing merely on one organization.

Population is defined as organizations in a specific sector which occupies an ecological niche in the environment which in turn offers resources for organization. Therefore, the environment can be viewed as a system that consists of multiple niches. To cope up in their niches, organizations keep developing different capabilities like patterns of behaviour, skills and management systems that suit their particular niches. Nevertheless, there are few organizations who don't have the ability to develop their capabilities. Thus they don't obtain the essential resources from the population and fail to survive. In the similar manner, some new organizations emerge, they create their niche and affect the population.

In order to get a clear idea, the population of organizations in a niche (sector wise) should be carefully studied because it involves multiple organizations that deal with the same services or goods or products. To describe such a phenomenon, the theorists who proposed this perspective have provided three associated concepts i.e.,

1. Variation
2. Selection and
3. Retention.

1. Variation

Variation includes all the processes that result in the organizational differences in terms of skills, structure, strategy and culture. It is the management action or result of chance that lead to variations.

2. Selection

The organizations having required features are selected and the ones which don't have required features cannot survive, thus they die.

3. Retention

Retention refers to the processes that allow the organizations to retain features which are required by the environment. If any change occurs, these features are either modified or discarded. Therefore, if we consider from this point of view, to bring about the change, this perspective involves evaluating one's organizational niche, analyzing its viability to survive for long, developing a proper strategy to enable future transition to other niches and finally to develop a change program to allow for the same.

However, the population ecology perspective doesn't discuss the role of managers in adaptation with environment or in organizational change. When there are multiple players in the same niche, it leads to low margins and fierce competition. Thus, the organizational resources are depleted in a niche and survival becomes difficult.

4. Institutional perspective

The institutional perspective focuses more on the importance of social norms, culture and values of the environment in which the organization operates. These include the organizational institutional environment and are given more attention than the competitors and markets under this perspective. These are also known as the symbolic components that usually influence the organizational structure and strategy to achieve conformity. As organizations always seek for legitimacy, they strive more on their structure and strategy to align with the lawful norms and standards that constitute the institutional environment. This conformity enables the organization to access the essential resources.

According to DiMaggio and Powell (1983), institutionalization is a process by which the organizations adopt particular structures due to the external legitimacy that the elements of structure have with external constituents. During the course, similarities start arising between organizations as they copy one another by complying with laws and regulations and by way of the influence of professionals within the organizations. These may be categorized under the terms of coercive isomorphism, normative isomorphism and mimetic isomorphism.

The types of isomorphism and their features are discussed in the following table.

Types of Isomorphism	Features
1. Coercive Isomorphism	Mimetic Isomorphism Normative Isomorphism Organisational change to adhere to laws and regulations of government, structural features adopted because of pressure from the state, society at large and other organizations.
2. Mimetic Isomorphism	Organisational change by copying the features of other organizations to deal with pressures from sources like legal compulsion, force, funding pressures etc and legitimizing and to obtain legitimacy.
3. Normative Isomorphism	Organisational change by influence the professional specialists or managers, structural characteristics adopted due to the pressure from the state to reinforce the power of professional bodies.

From the above table, it can be analyzed that institutional perspective have basic argument that the structure of the company may support or may not support the work that is carried on in the company. In relation to intra-organisational structure, institutional implications indicate a focus on proper organizational structure. The organizations strive to imitate other organizations that have external legitimacy. They not only try to change their existing structure but also adopt a structure which is similar to other organizations in the industry.

Therefore, in short, it can be concluded that institutional perspective emphasizes on the direct link between learning and change. It suggests that adaptive organizational change by way of conformity through different methods like mimicry imitation, compliance to norms and socializing influence of professionals, besides market pressures. Besides legal compliance, organizations may also opt for benchmarking to implement internal change.

5. Evolutionary perspective

The theorists and researchers of organizations who have put forward the life cycle or evolutionary aspects of organizational phenomena consider evolution as a process of successive differentiation and integration. The three different organizational evolution frameworks are,

- (i) Ecological models
- (ii) Adaptation models and
- (iii) Transformational models

While ecological models focus on change across organizational population as a result of net mortality reinforced by processes of environmental selection, the adaptation models focus more on incremental change and moving equilibrium because more successful organizations are flexible to opportunities and threats of environment. The transformational models focus on metamorphic changes in organization.

The evolutionary perspective suggest that intra- organizational structures should guarantee suitability of subsystems to face the uncertainty and inevitability of change. According to Carroll (1984). Concentration increases with the death of large generalists as specialists can take up the open niches and make use of the concept of 'Survival of the fittest' to describe organizational structural change.

6. Adaptation Perspective

Adaptation perspective holds a dominant position in the latest organizational change literature. The perspective focuses on voluntarism and considers the concept of organizational change as taking place in the following way i.e., organizations analyze the relevant organizational environment, develop strategic responses to environmental change and try to adjust to changing contexts of environments to survive in the market. The perspective assumes that the organization is a learning organization.

The organization becomes aware of or learns the environment and analyzes which characteristics of design work in best possible manner in their specific environment.

According to Park and Krishnan (2003), the adaptation perspective takes into account variations of contingency, organizational strategy, resource dependence, institutionalization and organizational learning theory. According to Hrebiniak and Joyce (1985), organizational adaptation is a dynamic process. Although it focusses more on organizations and humans, than the environment, we can obtain a better outcome by considering the environment and organization and human.

Short Question and Answers

1. Nature / Features of Organisational Change

Ans :

- i) When change occurs in any part of the organisation, it disturbs the old equilibrium, necessitating the development of new equilibrium depends on the degree of change and its impact on the organisation.
- ii) Any change may affect the whole organisation: some parts of the org. may be affected more, others less, some parts are affected directly, others indirectly.
- iii) Organisational Change is a continuous process. However, some changes which are of minor type may be absorbed by the existing system equilibrium; others, which are major ones, may require special changes efforts.

This comparison between organization and air balloon is made to emphasize the point that organization also seeks equilibrium in its social structure just like balloon needs molecular equilibrium. Here equilibrium indicates that employees come to expect different relationships within their working surroundings. The conclusion is that the change needs new equilibrium and new adjustments.

2. Dunphy and Stace's scale of change.

Ans :

Grundy (1993) has made no claim or gave specific status to his typology of change. He clearly specified that it is not an empirically tested model. He claims that the power of the Tushman et al (1988) typology is based on research and investigation. The same is the case with the typology proposed by Australian Academics Dunphy and Stace (1993). The claim the status of a model when their typology of change is combined with a typology of styles of change management.

The four descriptions that show their scale of change are,

Scale Type 1: Fine Tuning

Organizational change which is a continuous process with fine tuning of the match/fit between strategy, structure, processes and people of organization. It involves refining policies, establishing specialist units, develop skillful personnel, fostering individual and group commitment, boosting confidence and clarifying established roles.

Scale Type 2: Incremental Adjustment

Organizational change which is characterized by incremental adjustments to the ever changing environment. This change doesn't involve major changes but minor changes to corporate business strategies, management processes and structures. For example, shifting the focus among products, expanding sales territory and enhanced production process technology.

Scale Type 3: Modular Transformation

Organizational change which is characterized by major realignment of multiple departments. The process of radical change emphasizes more on these sub-parts rather than the organization as a whole. It involves major structuring of specific departments, reformed departmental goals, introduction of new process technologies etc.

Scale Type 4: Corporate Transformation

Organizational change which is characterized by radical shifts in business strategy and revolutionary changes across the organization involving features such as reorganization, reformed mission of organization, revised interaction patterns new executives in key managerial positions etc.

3. Why Organizations Change

Ans :

Organizations change for a number of different reasons, so they can either react to these reasons or be ahead of them. These reasons include:

- i) **Crisis:** Obviously September 11 is the most dramatic example of a crisis which caused countless organizations, and even industries such as airlines and travel, to change. The

recent financial crisis obviously created many changes in the financial services industry as organizations attempted to survive.

- ii) **Performance Gaps:** The organization's goals and objectives are not being met or other organizational needs are not being satisfied. Changes are required to close these gaps.
- iii) **New Technology:** Identification of new technology and more efficient and economical methods to perform work.
- iv) **Identification of Opportunities:** Opportunities are identified in the market place that the organization needs to pursue in order to increase its competitiveness.
- v) **Reaction to Internal & External Pressure:** Management and employees, particularly those in organized unions often exert pressure for change. External pressures come from many areas, including customers, competition, changing government regulations, shareholders, financial markets, and other factors in the organization's external environment.
- vi) **Mergers & Acquisitions:** Mergers and acquisitions create change in a number of areas often negatively impacting employees when two organizations are merged and employees in dual functions are made redundant.
- vii) **Change for the Sake of Change:** Often times an organization will appoint a new CEO. In order to prove to the board he is doing something, he will make changes just for their own sake.
- viii) **Sounds Good:** Another reason organizations may institute certain changes is that other organizations are doing so (such as the old quality circles and re-engineering fads). It sounds good, so the organization tries it.
- ix) **Planned Abandonment:** Changes as a result of abandoning declining products, markets, or subsidiaries and allocating resources to innovation and new opportunities.

4. Causes of Organisational Resistance to Change

Ans :

At the organisational level also, change may be resisted. The main reasons for this are as under:

- i) **Organisational Structure:** Some organisational structures have inbuilt mechanism for resisting change. Consider, for instance, a typically bureaucratic structure wherein jobs are narrowly defined, lines of authority are clearly spelt out and the flow of information is stressed from top to bottom. In such an organisation structure, new ideas rarely travel down the hierarchy because these are screened out. Innovations are not suitable for such an organisation.
- ii) **Resource Constraints:** Some organisations resist change due to scarcity of resources. Greater the scarcity of resources, greater is likely to be the resistance to change. An organisation may not like to incorporate change because it requires huge investment.
- iii) **Threat to Power:** When people at the top consider change as a potential threat to their position and influence, they resist it. Change may disrupt the power relationships and produce a new power equilibrium. This new equilibrium may reduce the power and prestige of some of the senior executives. Therefore, they would oppose the change.
- iv) **Sunk Costs:** An organisation may also resist change because it has invested in fixed assets and human resources. These costs cannot be recovered unless the assets and resources are put to productive use. When change is introduced, many of these costs become useless. That is why, existing machines may not be replaced with change in technology. Similarly, some executives may be retained despite their outdated skills and experience. Their pay and other benefits represent sunk costs.

5. Reactive Change

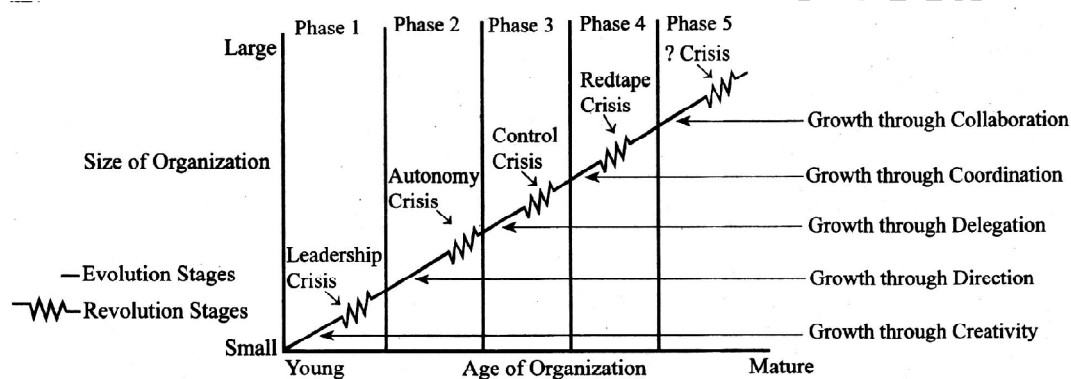
Ans :

Changes which take place in response to an event or a chain of various events can be termed as Reactive Change. Most of the organizations indulge in reactive change. This kind of change usually occurs when there is an increase or decrease in the demand for company's products or services. It can also be a response to a problematic situation or a crisis which an organization may be faced with. For example, due to the advancements in technology or growing technological changes, an organization may be forced to invest more in technology to stay ahead to face the stiff competition. Recreation can also be regarded as a reactive change, which involves the entire organization and occurs during the stage when an organization is undergoing a serious crisis.

6. Predicting change.

Ans:

According to Greiner, organizations expand in size and matures and passes through five stages, each linked with different growth period in life of organization. Beside this when each growth period moves to the next period, organization pass through short lived crisis period. They are referred as evolution and revolution stages.



7. Typical life cycle pattern proposed by Clarke

Ans :

Clarke has proposed a brief description of typical life cycle pattern in following stages,

i) The Entrepreneurial Stage

In this stage, main purpose is to survive by providing a service or manufacturing a product. Organizational culture is fashioned by the founders be it a new organization, part of establishment or new subsidiary. With progress, organization grow and require more staff. Staff should be managed and future organizational strategy becomes difficult. Alternative to this is growth should be restricted and remain small or else grow and recruit more professional managers.

ii) The Collective Stage

In this stage, organization will get a shape wherein departments and functions are defined and main theme is labour division. Recruitment of professional managers is done who are strong leaders and have same vision as the founders. Further progress results in management control and delegation.

As organization is occupying its position, internal tasks are allocated and those who possess autonomy and responsibility to perform them become pre eminent.

iii) The Formalization Stage

Communication and control systems become more formal. It is necessary to separate management tasks and lower level managers. Bureaucratization takes place because of existence of coordination and control systems which also includes salary structures, reward and incentive schemes, hierarchical levels, reporting relationships and discretion and autonomy for lower level managers. There is continuous growth of organization but it is burdened by bureaucratization process.

iv) The Elaboration Stage

Elaboration stage is a stage of strategic change wherein organization reach a plateau at growth curve and indicate initial stage of declining in performance. Managers must acquire knowledge to achieve change like team work, problem confrontation and self assessment in order to handle bureaucratic structures. There is rapid turnover and replacement of senior managers in this stage.

8. Evolutionary perspective

Ans :

The theorists and researchers of organizations who have put forward the life cycle or evolutionary aspects of organizational phenomena consider evolution as a process of successive differentiation and integration. The three different organizational evolution frameworks are,

- (i) Ecological models
- (ii) Adaptation models and
- (iii) Transformational models

While ecological models focus on change across organizational population as a result of net morality reinforced by processes of environmental selection, the adaptation

models focus more on incremental change and moving equilibrium because more successful organizations are flexible to opportunities and threats of environment. The transformational models focus on metamorphic changes in organization.

The evolutionary perspective suggest that intra- organizational structures should guarantee suitability of subsystems to face the uncertainty and inevitability of change. According to Carroll (1984). Concentration increases with the death of large generalists as specialists can take up the open niches and make use of the concept of 'Survival of the fittest' to describe organizational structural change.

9. Adaptation Perspective

Ans :

Adaptation perspective holds a dominant position in the latest organizational change literature. The perspective focuses on voluntarism and considers the concept of organizational change as taking place in the following way i.e., organizations analyze the relevant organizational environment, develop strategic responses to environmental change and try to adjust to changing contexts of environments to survive in the market. The perspective assumes that the organization is a learning organization.

The organization becomes aware of or learns the environment and analyzes which characteristics of design work in best possible manner in their specific environment.

According to Park and Krishnan (2003), the adaptation perspective takes into account variations of contingency, organizational strategy, resource dependence, institutionalization and organizational learning theory. According to Hrebiniak and Joyce (1985), organizational adaptation is a dynamic process. Although it focusses more on organizations and humans, than the environment, we can obtain a better outcome by considering the environment and organization and human.

UNIT IV

Organizations for Change: Organizational Structure, Models of Structure, Influences on structure, Organizational structure, and change. Organizational Culture, dimensions of organizational culture, sources of organizational culture, Organizational culture and change, Organizational politics, The link between politics, power and conflict, Power and conflict in times of change, Management and leadership, Leadership in times of change. Cultural factors influencing leadership practice.

4.1 ORGANIZATIONAL STRUCTURES

Q1. Define the Organizational Structure and its characteristics.

Ans :

Organizational structure is a system used to define a hierarchy within an organization. It identifies each job, its function and where it reports to within the organization.

Definition Organizational Structure

According to Wilson and Rosenfeld, organizational structure is “the established pattern of relationships between the component parts of an organization, outlining both communication, control and authority patterns. Structure distinguishes the parts of an organization and delineates the relationship between them”.

According to Bartol and Martin, “organizational structure is the formal pattern of interactions and coordination designed by management to link the tasks of individuals and groups in achieving organizational goals”.

Characteristics of Organizational Structure

There are four significant characteristics of organizational structure. They are,

(a) Hierarchical Arrangement of Positions

The positions of personnel are arranged hierarchically with single chain of command from top management to bottom management of organization.

(b) Impersonal Relationships

The coordination of activities will greatly depends on the utilization of rules, written records, procedures and decisions of lowest superior to the related people.

(c) Specialization and Division of Labour

Work is fairly distributed between well-defined and high specialized roles or jobs.

(d) A System of Impersonal Rules

The essentials or requirements of the positions can be performed by their duties impersonally as per the fairly defined rule

1. Specialization:

It refers to the number of distinct specialist roles in an organization and their distribution.

2. Standardization:

Standardization involves number of frequently occurring procedures which are encouraged by bureaucratic methods of invariable processes and rules.

3. Centralization:

It refers to the authority that is lying in the hierarchy to make decisions that have an influence for the complete organization.

4. Traditionalism:

Traditionalism helps the organizations to understand the procedures instead of writing down and the things which are generally accepted is the notion of the “way things are performed in the whole organization”.

5. Formalization:

Formalization includes various rules, procedures, communications and instructions in written form.

6. Configuration

Configuration comprises of width and height of role structure which means shape of organization, number of layers, number of people who are regularly reporting to the persons.

Pugh et al. has conducted a research for confirming these dimensions and established four essential dimensions. They are,

1. Concentration of authority
2. Support component
3. Structuring of activities and
4. Line control of workflow.

1. Concentration of Authority

Concentration of authority means the level to which decision making is centralized at the top of the organization or at some other headquarters.

2. Support Component

The supporting component of organization structure is respective size of administrative and other non workflow employee performing activities that are supplementary to workflow.

3. Structuring Activities

The level of having formal regulation of employee behaviour by the processes of formalization, specialization and standardization.

4. Line Control of Workflow

The level of controlling the work performed by line management directly instead of taking the support of more impersonal procedures.

4.2 MODELS OF STRUCTURE OF ORGANIZATIONAL CHANGE
Q2. What are the different models of structure?

Ans : (Dec.-19, Imp.)

There are six different models of structure. They are,

1. Bureaucratic structure
2. Tall and flat bureaucracies
3. Horizontal differentiation
4. Matrix organization
5. Network organizations and
6. Virtual organizations.

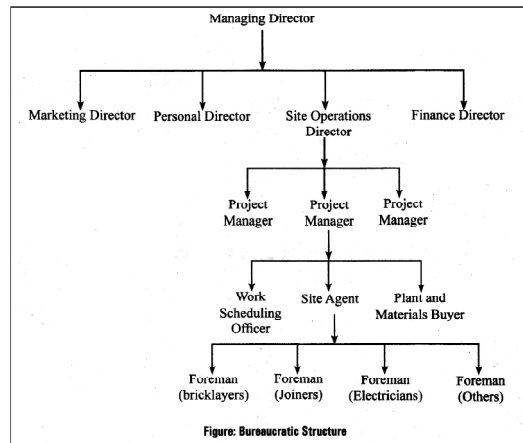
1. Bureaucratic Structure

Bureaucratic structure is one of the best used organization structure. Morgan (1989) states that bureaucracy was originated by French economist Vincent de Goumay in the eighteenth century. But, the German sociologist Max Weber in early twentieth century has defined and developed the meaning of bureaucratic structure and used to emphasize a statement maintained which is the only successful way to organize work. An account of Henderson and Parsons's translation of Weber's (1947) working on "legitimate authority and bureaucracy" that can be seen in Pugh (1990). Three ideas which are focusing on the concept of bureaucracy has been identified by them. They are,

- (a) Idea of office
- (b) Idea of balanced legal authority
- (c) Idea of impersonal order.

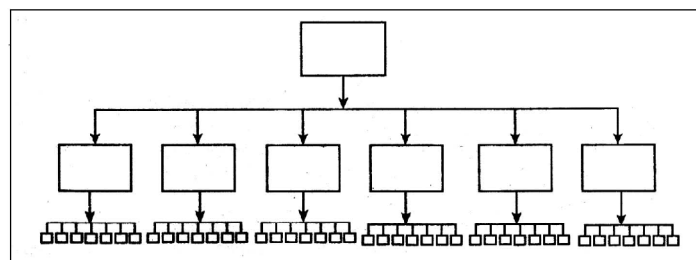
These ideas will have various primary elements. They are,

- (a) An essential area of competence which means differentiation of function.
- (b) The official positions of them are not divided by incumbent.
- (c) The official functions of the organization must follow the rules continuously.
- (d) The principle of hierarchy must be followed by the organization of offices/positions.
- (e) Eventhough, the oral discussion is a rule or it is mandatory, the administrative activities, decisions and rules are formulated and recorded in a written format.
- (f) The members of administrative staff are separated from ownership of administration and production.



2. Tall and Flat Bureaucracies

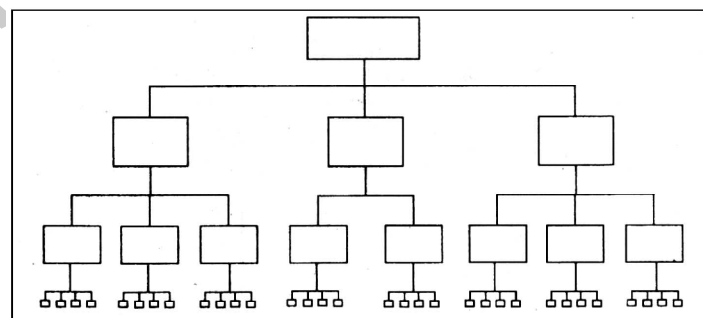
The interest in presenting the widening of span of control decreases the levels in structure at the time of retaining of staff is shown in figure (a).



Span of Control is with 7 Positions

Number of positions = 49

Number of Levels = 3



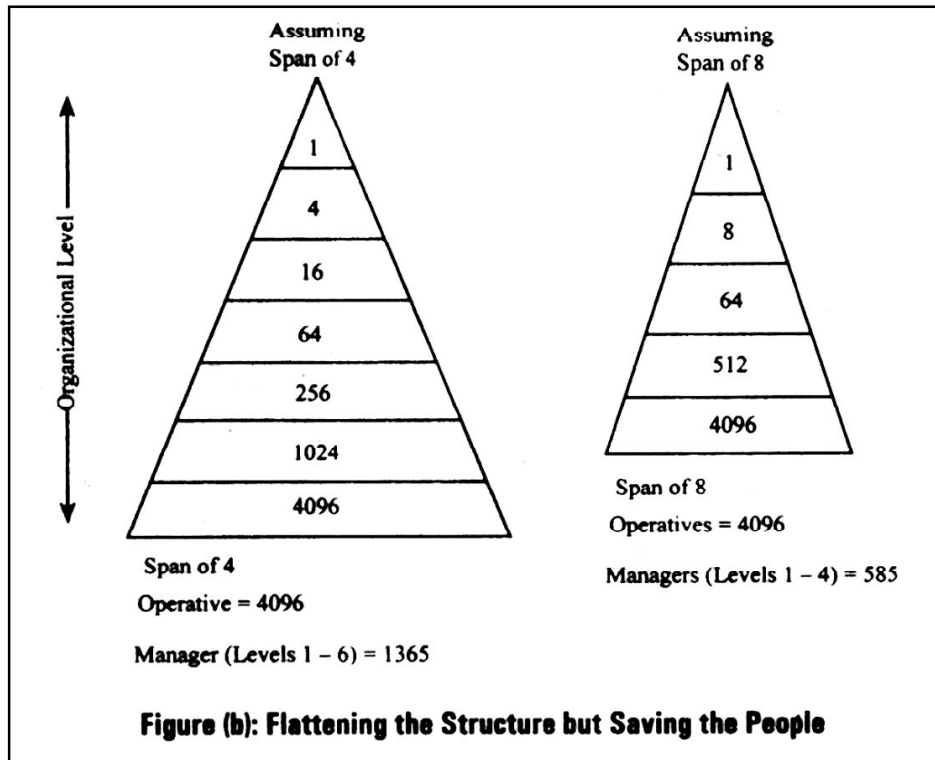
Span of Control = 3 Positions

Number of Levels = 4

Number of Positions = 49

Figure (a): Flattening the Structure but Retaining People

Flattening the structure but saving the people presents that are flattening of structure via doubling the span of control can save 780 managers that is 57 percent of number of management positions during the retainment of number of low-level positions. This is discussed in figure (b).



3. Horizontal Differentiation

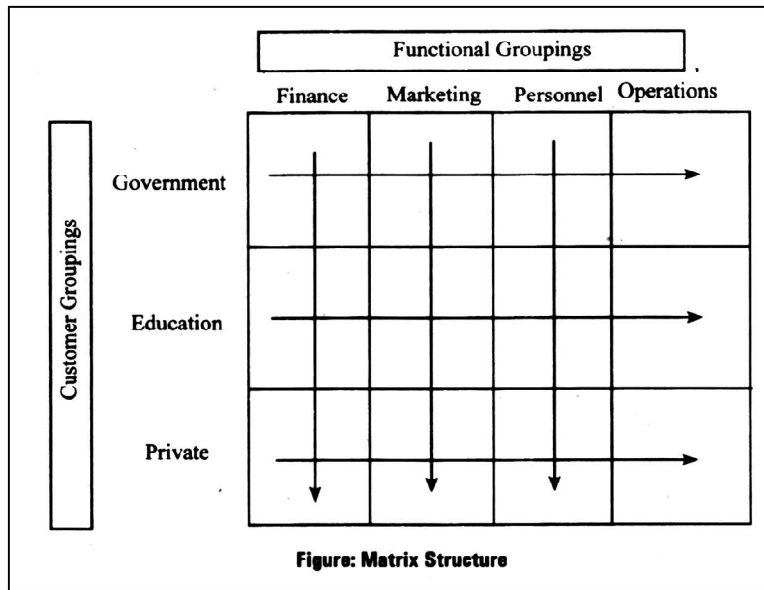
The decisions on which means of departmentalizing frequently depends on characteristic features of work to be performed, physical locations of its activities, size of organization, necessity of maintaining a balance between high level strategic decision making and lower-level functional essentials. Some issues involved in horizontal differentiation are power of decision making and results from profit or loss of power and influence, adopt one type of structure instead of another one. Some individuals ask for departmentalization by function, departmentalization by product, departmentalization by customer or departmentalization by geographical location.

4. Matrix Organization

The nature of matrix structure is that a set of divisions or department is superimposed horizontally around a traditional hierarchically organization structure. Hence, the structure is designed functionally as per its vertical axis but designed on some other principles like product, region, customer as per horizontal axis. Thus, there are two chains of commands which can be operated at the same time. They are,

- (a) 'Vertical and
- (b) Horizontal.

The following figure represent a hypothetical matrix structure for a company. Here, the heads of finance, marketing, personnel and operations and development form the vertical lines of reporting while the various customer groupings represents divisions or departments which are operating horizontally across structure.



Stages of Matrix Structure

Bartol and Martin identified four stages in matrix structure. They are,

Stage (i): Traditional Structure

Traditional structures is generally a functional structure which looks into the principle of unity of command.

Stage (ii): Temporary Overlog

The managerial corporate positions are created to take charge of specific projects like project managers, oversee product launches like product managers or manage an issue of finite duration which involves coordination across functional departments.

Stage (iii): Permanent Overlay

The managerial corporate positions will be operated on permanent basis like brand manager frequently via permanent interdepartmental teams or groups.

Stage (iv): Mature Matrix

In this stage, the bosses have equal power.

5. Network Organizations

The procedure with which organizations go as they reshape themselves from being inflexible structured bureaucracies that are known as “loosely coupled or organic networks” is established by Morgan. According to Morgan, “the project organization carries out most of its activities through project teams. Eventhough there are convictionally yet functional departments which are playing a supporting role. The complete work of organization is performed through work teams which depends on their success on being dynamic, exciting, innovative and powerful. There are three types of network.

- (a) Internal networks
- (b) Vertical networks
- (c) Dynamic, loosely coupled networks.

6. Virtual Organization

Virtual organization is a concept working together to that of network organization. The virtual organization generates from idea of virtual memory instead of virtual reality. It is a temporary network of organizations that comes quickly together to achieve fast changing opportunities.

Key Attributes of Virtual Organization

The key attributes of virtual organization are as follows,

- (a) Technology
- (b) No borders
- (c) Excellence
- (d) Trust
- (e) Opportunism.

4.3 INFLUENCES ON ORGANIZATIONAL STRUCTURE**Q3. What are the Influences on Organizational Structure?**

Ans :

Factors Determining/Influencing Organizational Structure

The way an organization is structured is determined by many factors. The most significant link is the relationship between organizational structure and organizational strategy as an organization changes its strategy to react to political, technological, economic and sociocultural changes in its external environment.

1. Turbulence/ Stability of PEST Environment
2. Strategy Technology Size
3. Culture Creativity Politics Leadership

This provided as a useful descriptive tool for summarizing the factors which effect the forms of organizations instead of tried and tested model of working in practice.

Consequences of Deficient Organizational Structure

The consequences of deficient organizational structures are as follows,

1. Motivation and Morale may be Depressed

The reasons behind depressed motivation and morale are,

- (a) The decisions seems to be irrational and inconsistent in the absence of standardized rules.
- (b) People are subjected to competing pressure from various divisions of the organization because of lack of clearly defined priorities, rules programmes or decisions rules.
- (c) People notice that they will have less responsibility, recognition of their worth and opportunity for achievement, due to their lack of delegation of decision-making. This might be linked with narrow spans of control.
- (d) People are high overloaded due to less encouragement of systems.
- (e) No clear information regarding what is expected from people and how their performance is evaluated. This may be due to lack of clear job description.

2. The Lack of Coordination and Conflict Arises Due to,

- (a) There are some conflict or disputes creating goals which are not having structured into single set of objectives and priorities. People are acting at cross-purposes.
- (b) The people who are performing their operational work and who are in contact with varying contingencies are not authorized to take part in planning of work. Hence, there will be a breakdown between planning and operations.
- (c) People who are moving out of step with each other due to which they are not brought together into teams or due to procedures for liaison did not depend.

3. Costs are increasing Frequently Essentially in Administrative Area Due to,

- (a) The problems of few or all other organizations are present.

- (b) The firms are having a long hierarchy with high ratio of "chiefs to Indians".
- (c) The procedures and paper work are increasing the distinction of attention away from productive work and necessitating further staff employees to administer.

4. Decision Making May be Delayed and Lacking in Quality Due to,

- (a) Decision makers are overloaded because of lack of delegation on their part.
- (b) Required information is not communicated on time to necessary people. This is because of over-extended hierarchy.
- (c) Lack of appropriate procedures for assessing the results/consequences of similar decisions that are made in the past.
- (d) Decision makers are highly divided into separate units and there is insufficient provision to associate them.

5. An Organization May not React to Changing Situations in an Innovative Way

- (a) The reasons could be, organization did not initiate specialized jobs to deal with forecasting and scanning of environment.
- (b) Lack of Coordination between the divisions of an organization recognizing changing market requirements and research area working on possible technological solutions.
- (c) Failure to make sure that planning of change and innovation are the main activities performed by top level management.

4.4 ORGANIZATIONAL STRUCTURE AND CHANGE

Q4. Discuss about the Organizational Structure and Change.

Ans :

(Imp.)

There are many structures which an organization may opt for and there are many things that influence the structure of an organization. It is

not possible for an organization to adopt/design a specific structure to ensure successful performance or to cope up with the change. Irrespective of the type of structure, an organization can become successful and respond to change if it takes into consideration the factors such as technology, strategy, size life style of employees, degree of predictability of environment and the expectations.

However, according to Robbins and Pugh (1973), when size, strategy, environment and technology are combined, they can explain 50% of the variability of structure.

It is not only the environments that influence the organization, but there are sometimes when organizations themselves can influence specific parts of their environments. For example,

- (i) One can influence political environment through lobbying,
- (ii) The way some organizations design jobs influences the people's expectations of employment.
- (iii) Through advertising, it is possible to influence the customers in economic environment.

It is the monopoly conditions that enables an organization to change their environments. When there is high unemployment, it is easier to introduce a technology that can change the work practices to a great extent.

If organizations are in a position to modify their environment to align their structure and strategies, it will help them in preserving existing operational arrangements and structures. According to Mullins (2005), "Developing Organizations cannot change their formal structure without difficulty at too frequent an Interval. There should be a substantial change in contingency factors before an organization will respond". This shows a significant time lag between changes in structure and situational change. Thus, even if the changes in size, strategy, technology and environmental factors create forces for changes in organizational structure, there are still some factors that may stop the process.

According to Child (1972), one of these factors is linked with the concept of 'Strategic Choice'. This concept lays emphasis on the power of senior managers to select the criteria which they

prefer to use in evaluating what organizational changes should take place. The managers who may lose position or power may not select the alternatives that increase the interests of organization. This view of structure is summarized by Robbins (1993) as the 'Power- Control' explanation of organizational structure i.e., the structure of an organization is the result of power struggle by internal constituencies who want to extent their interests.

The change in organizational structure is not influenced only by organizational politics and the issue of power balance, nor does the process of changing organizational structure result in permanent change in strategy of management, attitude of employees, style of operating etc. The organizational and national cultures are so pervasive that they can work against change. Therefore, to manage any type of change, the organization must consider feelings and values of people, norms of behaviors which become the part of any organization.

According to Johnson (1990), the important parts of organizational culture are symbols, stories, rituals and myths. He says that it is not possible to bring about change in organization simply by changing structure and strategy. Thus, the culture of an organization has an important role to play if anything more than incremental change is to occur.

4.4.1 Strategy fit

Q5. Write about the 'Strategy - Structure fit'. Discuss the Chandler's Strategy-Structure thesis.

Ans :

The Strategy Structure Fit

According to Johnson, Scholes and Whittington, "strategy is the direction and scope of an organization over the long term, which achieves advantage for the organization through its configuration of resources within a changing environment, to meet the needs of markets and to fulfill stakeholder expectations".

The stakeholder is a term which is used to represent an individual who is interested in the organization which is influenced by practices and policies of such an organization. Stakeholder includes shareholders customers, suppliers, financiers and employees in the organization.

Johnson has listed down six characteristics for conducting this definition, which states that the characteristics are linked with words like strategy and strategic decisions. Particularly, this list explains the notion that strategy and strategic decisions includes all the activities of organization which are dealing with the internal and external environment of the organization. They are affected by the values and expectations of those having powers in the organization and that they are influencing the long term direct' organization.

The authors will take this idea further for suggesting that strategic decisions are liable to,

- (a) Be made in uncertainty situations.
- (b) Involves substantial change.
- (c) Be complex in nature.
- (d) Need an integrated approach inside and outside the organization.

According to Robbins structure must follow the strategy, a statement which confirms miles and snow's statement that,

It is becoming an evident risingly that a simple though extreme core concept is at the center of various organizations and management research findings, various proposed measures for industrial and organizational renewal. The concept is that of fixed among structure, strategy and management process of the organization.

The suggestions of this are that various kinds of strategy which can be identified and consideration is given to the most suitable structure for each type. This proposition has been discussed by various researchers and scholars. One of them is Chandler (1962) discussed this for the first time.

Chandler's Strategy - Structure Thesis

Miles and Snow are the two authors who summarized the Chandler's strategy structure thesis in 1984 b. This synopsis represents that Chandler has developed his thesis from a considerable study of around 100 big US companies, whose history' has been gathered from around mid-1800s. Chandler found that the owner-managed organizations are predominant during 1800s. Generally, these companies are started with a single product line and structure where the owner

manager is taking all significant decisions and attempting to manage the activities of employees. Miles to manage the activities of employees. Miles and Snow refer this organization is having an agency structure where the subordinates serve as agents of owner-manager to ensure satisfaction of their desires. The word agent is helpful in implying those subordinates are not occupying specialized functional responsibility' that is found in present days organization.

According to Miles and Snow's, "Each succeeding product or market innovation became increasingly difficult to administer within the confines of functional structure. It was against this backdrop the desire to diversify thwarted by administrative complexity that the search for another organizational form began".

During 1920s and 1930s, a new form of structure called divisional structure which is as per Chandler occurred simultaneously in four significant firms like Du Pont, Roebuck, General Stores, standard oil of new Jersey and Sears. This type of structure may be formed due to departmentalization by product or region. But, whatever may be the basis of this move to horizontal differentiation, each department was most probably to become its own cost and profit centre which is considered as an essential if control was to be maintained and growth encouraged. These various strategies may be well produce their own kinds of structure,

As per Miles and Snow, during 1960s and 1970s, there are two competing strategies which are throwing the companies or organizations into new type of structure. They are,

1. The pressure for operationally structured organizations to enhance their capability for developing their products which are resulted in project groupings that are added to basic structure.
2. The pressure for organizations that are formed into product differentiated divisions to take advantage of cost savings by centralizing few functions like manufacturing.

Example: Manufacturing enables economies of scale.

Q6. Explain the following,

(a) Miles and Snow's strategic types

(b) Mintzberg's forces and forms.

Ans :

(a) Miles and Snow's Strategic Types

Miles and Snow categorize strategies of business and based on them three basic types of strategic behaviour and fourth strategic behaviour which actually does not follow any strategy are described. After research and observations of many companies of different industries, Miles and Snow could identify these behaviours. They are,

1. Defenders:

They possess narrow and stable product market domain. Because of these, they should frequently have to alter technology and methods of operation. Their main focus is to improve existing operations.

2. Prospectors:

They are always in search of product and market opportunities and make experiments with possible responses to future environmental trends. They create change and uncertainty to which competitors have to respond. Hence, they are not fully efficient.

3. Analyzers:

They operate in two domains of market i.e., stable and changing. Analyzers function routinely and efficiently by using formalized structures and processes in stable areas whereas in innovative areas, they observe competitors to get new ideas and adopt them if they are promising.

4- Reactors:

These kind of organizations have strategy-environment inconsistency or there is poor alignment of strategy, structure and process. Performance of reactors are not so well compare to other types.

(b) Mintzberg's Forces and Forms

Mintzberg have identified concepts 'forces' and 'forms' which can be transformed into strategy and structure. However, forces are same as strategies which identified as Miles and Snow. The seven forces of the organization are,

1. Direction force which has a strategic vision which enables the organization to move as an integrated entity.
2. Efficiency force maintains balance between costs and benefits and encourage standardization and formalization emphasizing on rationalization and restructuring of economy.
3. Proficiency force enables to perform task with high levels of knowledge and skills.
4. Concentration force provides opportunity to specific organization to concentrate their abilities for providing specific markets.
5. Innovation force motives to identify new products or services or different ways of delivery. It also encourage adaptation and learning.
6. Cooperation and competition forces are considered as catalytic. Cooperation strives to combine ideology i.e., culture of norms, values and beliefs. Whereas competition separates political as non-legitimate organizational behaviour.

The various organizational forms described by Mintzberg are,

1. Entrepreneurial Form:

It is low in formalization and standardization and high in centralization with authority.

2. Diversified Form

It is collection of products and functions in the form of matrix based on products/markets.

3. The Adhocracy Form

It is very low in standardization and formalization with less hierarchy and use of project teams.

4. Professional Form

It has high complexity and formalization but less centralization.

5. Machine Form

It has high formalization and standardization, centralized authority is followed in rules and regulations and functional departments.

4.5 ORGANIZATIONAL CULTURE

Q7. What is organizational culture? Explain the levels of organizational culture.

Ans :

(Imp.)

Organisational Culture

Organisational culture refers to the patterns of beliefs, values and learned ways of coping with experience that have developed during the course of an organisation's history, and which tend to be manifested in its material arrangements and in the behaviours of its members.

Assumptions and beliefs find manifestation in various forms like physical artefacts, institutions, social systems and also in the behaviour of members of a society. There is a linkage among various components of culture that binds a culture together and makes any change in any one of the components difficult without causing chain reactions.

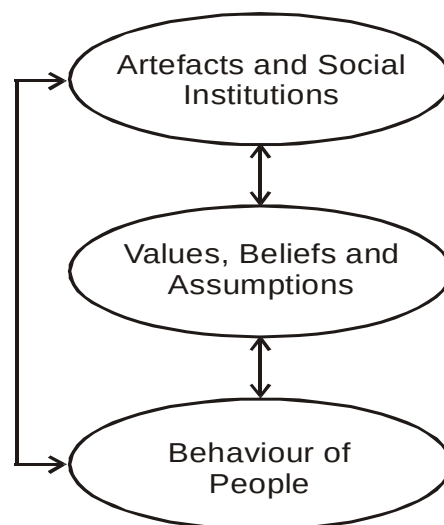


Fig. : Relationship among the Components of Culture

Dominant Culture and Sub-cultures

Although organisational culture has common properties, it is found that large organisations have dominant culture and a number of sub-cultures. The core values shared by the majority of the organisational members constitute the dominant culture. Therefore, whenever one refers to the culture of an organisation one actually talks about the dominant culture. Sub-cultures within an organisation are a set of commonly shared understandings among members of one-group/department/geographic operations.

The sub-culture can be formed horizontally or vertically. For example, the finance department of an organisation may have a sub-culture that is unique to this department vis-a-vis other departments. This means that this department will not only have the core values of the organisation's dominant culture but also some additional values. In another example, where an organisation does not have a dominant culture and comprises only of various sub-cultures, the effectiveness of the organisation would be difficult to judge and there will be no consistency of behaviour among departments. Therefore, the aspect of "common or shared understanding" comprises the concept of culture. It may be mentioned that some organisations may have distinct sub-cultures.

Levels of Organisational Culture

One comes across a number of elements in the organisation, which depict its culture. Organisational culture can be viewed at three levels based on manifestations of the culture in tangible and intangible forms :

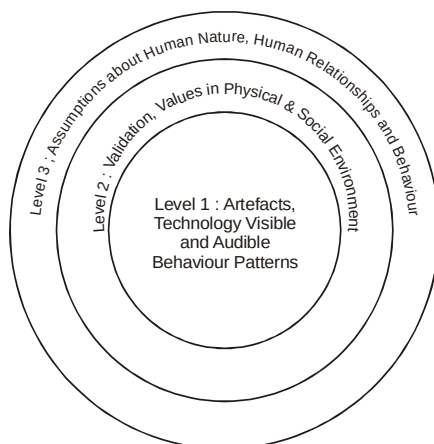


Fig.: Levels of Organisational Culture

Level 1

Organisational culture can be observed in the form of physical objects, technology and other visible forms of behaviour like ceremonies and rituals. Though the culture would be visible in various forms, it would be only at the superficial level. For example, people may interact with one another but what the underlying feelings are or whether there is understanding among them would require a further probe.

Level II

At this level, there is a greater awareness and internalisation of cultural values. People in the organisation try solutions of a problem in a typical way, which has been the method tried earlier. If the group is successful there will be shared perception of that 'success'. Through perception there is a cognitive change, which turns this perception into values and beliefs. This will remain so as long as that solution works.

Level III

When the group repeatedly observes that the method that was tried once works most of the time, it will be taken as the 'preferred solution' and will convert the values into underlying assumptions or dominant value orientation. There are both advantages and disadvantages in this. The advantages are that these assumptions guide behaviour and prove to be helpful tool; however, the negative aspect is that the underlying assumptions can distort objective and rational thinking.

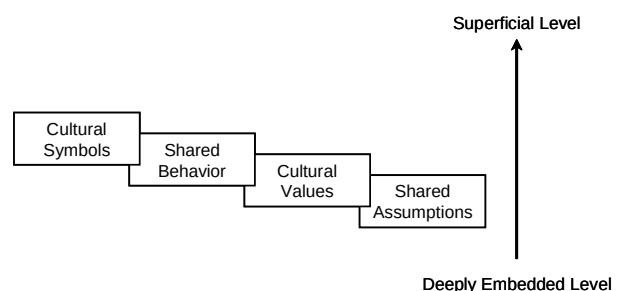


Fig.: Organisational Culture at Various Levels

An organisation's current traditions, customs and the ways of doing things are largely due to the success it had with those endeavours. We have examples of this in WIPRO culture and NIIT culture where quality, competitiveness, customer satisfactions and leadership are greatly emphasised.

Patterns of Work Culture

1. Strong and weak culture:

Organisational culture can be labelled as strong or weak based on sharedness of the core values among organisational members and the degree of commitment the members have regarding the core values. A strong culture increases the behaviour consistency.

2. Soft culture:

Soft work culture can emerge in an organisation where the organisation pursues multiple and conflicting goals. In soft culture the employees choose to pursue a few objectives that serve personal or sectional interests rather than focusing on organisational interests. Typical example of soft culture can be found in a number of public sector organisations in India where the management feels constrained to take action against employees to maintain high productivity.

The culture is welfare oriented; people are held accountable for their mistakes but are not rewarded for good performance. Consequently, the employees consider work to be less important than personal and social obligations. Sinha (1990) has presented a case study of a public sector Fertilizer Company that was established in an industrially backward rural area to promote employment generation and industrial activity.

Under the pressure from local communities and government, the company succumbed to overstaffing, converting mechanised operations into manual operations, payment of overtime and poor discipline. This resulted in huge financial loss, up to 60 per cent of the capital, to the company.

Functions of Organisational Culture and Change

Culture, being the genetic code of an organisation has significance from various perspectives. Indian organisations have evolved by being culturally embedded. There are organisations founded by Tata, Godrej and others who have

promoted and maintained a typical kind of culture over decades. There are other organisations, which have evolved from being culturally embedded through being market driven. Organisations belonging to this category are Wipro, Ranbaxy and Sundaram Fastners and NIIT that have used organisational culture for business growth, market capitalisation and market leadership.

It is observed that small organisations draw on organisational culture and achieve competitive advantage in a niche market because these are able to change and adapt themselves to changing market needs. One can find example of this in Southwest Airlines in the US, which provided cheap air transportation for a number of years. However, big firms like IBM and Sony have penetrated the world market through various business strategies and culture of effective managerial practices. Thus organisational culture can contribute in the following ways:

1. Culture Supplements Rational Management:

Creation of an appropriate work culture is a time-consuming process. Therefore, organisation culture cannot suddenly change the behaviour of people in an organisation, a number of management tools are used to channelise the behaviour of people in a desired way. No change can be effectively brought about without involving people. Culture communicates to people through symbols, values, physical settings, language and thereby supplements the rational management tool such as technology and structure.

2. Culture Facilitates Induction and Socialisation:

Induction is a process through which new entrants to an organisation are socialised and indoctrinated in the expectations of the organisation, its cultural norms and undefined conduct. The newcomer imbibes the culture of the organisation that may involve changing his/her attitudes and beliefs for achieving an internalised commitment to the organisation.

3. Culture Promotes Code of Conduct & Customer Focus

Strong culture in an organisation explicitly communicates accepted modes of behaviour so that people are conscious that certain behaviours are expected and others would never be visible. The presence of strong culture would be evident where members share a set of beliefs, values and assumptions which would influence their behaviour in an invisible way. Where culture is fully assimilated by people they persistently indulge in a typical behaviour in a spontaneous way. While on the one hand promotion of culture of quality, customer focus, responsiveness can help achieve good business results and customer satisfaction and retention; on the other hand, inappropriate culture can be detrimental to organisational interests and act as an obstacle in transforming the culture of the organisation.

Framework for Managing the Change

Lewin's three stage model of planned change is regarded as the powerful tool which helps in understanding and learning the change situation.

► Stage-1 : Unfreezing

Change requires adding of new forces and removal of existing forces that are leading to perpetual behaviour. Change will not take place till the individuals feel comfortable in giving up of old behaviour and acquiring new behaviours. The following three things help in motivating and developing willingness towards change in individuals :

- (a) Disconfirmation / lack of confirmation
- (b) Development of guilt or anxiety and
- (c) Providing psychological safety.

Disconfirmation causes pain and discomfort which in turn gives rise to guilt and anxiety among the individuals and motivates them towards change. For replacing the old

behaviours with the new behaviours it is very essential for the individuals to develop a sense of psychological safety among themselves.

► Stage-2 Moving

After there is a sufficient dissatisfaction with the current conditions and a real desire to make some changes, it is necessary to identify exactly what needs to be changed. In this stage, the individuals go through 'cognitive restructuring'. The behaviour of the organization, department or individual is shifted to a new level in this stage. This step helps the individuals, organizations or departments to view, feel and judge things differently on the basis of the new point by,

- (a) Associating with new role model, mentor etc., and
- (b) By examining the environment for new information.

► Stage-3 Refreezing

Refreezing is the final stage of the planned change model in which the new behaviour becomes the habit and included in stabilizing the organization at a new equilibrium state.

The new organizational state is strengthened by using the supporting mechanisms like organizational culture, norms, policies and structures.

Thus in this way, Lewin's model helps in providing a general structure for understanding organization cultural change.

The strategy and culture of the organization identifies the differences of the actual culture and the culture aspired for. For a cultural change to be successful, Bate identified the following five steps,

1. Clear recognition of the current culture in the organization.
2. Organizational culture should be combined with the change' in culture. Knowledge and skills gained from the previous experience helps in cultural change.

3. Life cycle stages are used in the culture of the organization. HR problems are identified.
4. Behavioral pattern of individuals and typologies of organizational culture are identified.
5. Organizational needs are taken into consideration.

Thus, cultural change occurs within the organization and thereby other cultures are influenced through it.

4.5.1 Strategies for Cultural Change

Q8. What are the Strategies for Cultural Change?

Ans :

Strategies for creating change are often divided into two alternative approaches: top-down and bottom-up. The former, often termed 'programmatic change', are typically initiated and led from the top and have often been inspired by writers on corporate excellence. The latter focus on incremental approaches in which change is developed from the bottom up, tied to an organisation's 'critical path' and spread through that organisation. For either approach to succeed it is crucial that employees have the capabilities to deliver the behaviours necessary to realise change. It therefore follows that an organisation can make a number of HR responses to support either approach ranging from piecemeal to coherent, tactical to strategic or, maybe, just afterthought!

(A) Top-down Approaches

Change initiated by senior managers typically looks towards organisation-wide consensus, focusing on the artefacts of culture (including employees' overt behaviour) and to a lesser extent their espoused values. As a consequence senior managers often rely on the HR function to manage the symbols of cultural change such as the organisational structure, the management of office space,

and car parking allocations as well as provide educational and training interventions to change them directly.

HR initiatives such as organisation-wide human resource development programmes to enhance quality, excellence or empowerment might be introduced as part of top-down approaches although the outcome is likely to be representational learning (i.e. in the way participants talk) rather than behavioural learning (the way they do things).

Top-down culture change programmes also suffer from three interrelated paradoxes.

1. First, messages of initiative, autonomy and innovation are usually conveyed through highly bureaucratic methods such as team briefings or company-wide training initiatives.
2. Second, transformation to the new culture is often seen as the task of a new leader. This can be problematic if, as in our earlier NHS example, employees believe the new culture conflicts with their existing occupational culture.
3. Finally, and building upon Legge's second point, if the values espoused by senior management are discordant with employees' sense of reality the new culture may be acted out cynically and without being internalised into employees' basic underlying assumptions.

(B) Bottom-up Approaches

In contrast to a programmatic or top-down approach Beer et al found that successful change usually started in one part of an organisation away from corporate headquarters. As you would expect, change in these organisations was led by general rather than senior managers. Rather than creating formal structures and systems these managers focused upon solving concrete

business problems, a process Beer et al. termed 'task alignment'. The role of senior management was to specify the general direction and provide a climate for change as well as to spread lessons from both successes and failures. Task alignment, Beer et al. argued, could be achieved through a series of overlapping steps taken at the business unit or site level.

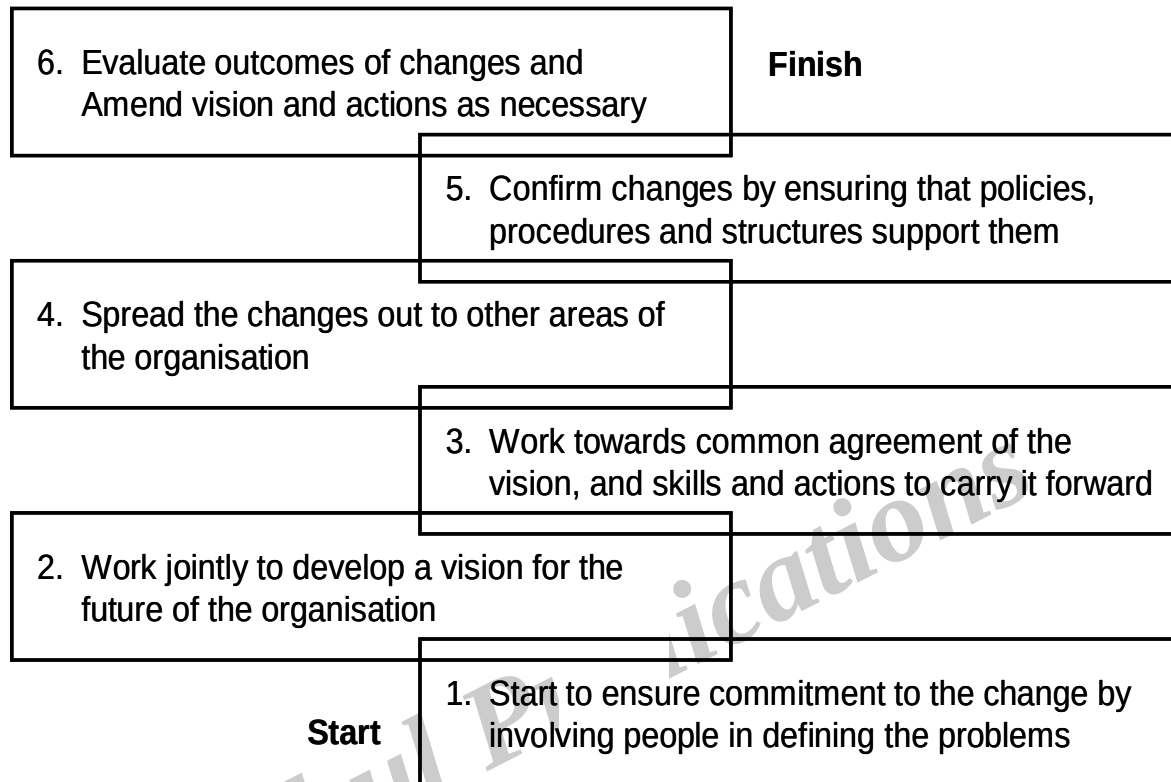


Fig. : Beer et al.'s 'bottom-up' approach to task alignment

As you can see, there are some similarities between the bottom-up approach and the culture change frameworks outlined earlier. Despite these we would argue that bottom-up task alignment offers a different approach for managing change. In particular it focuses on part of the organisation away from corporate headquarters and emphasises individuals' shared commitment and vision as a prerequisite to change.

As in the other frameworks change is enabled by developing people's abilities, although now the desire to learn is enhanced by improved co-ordination and the need to work differently to solve concrete problems. Subsequent results generate stronger commitment to change resulting in a mutually reinforcing cycle of increasing commitment, co-ordination and abilities.

This provides a role model for other parts of the organisation. Organisation-wide HR policies, procedures and structures such as recruitment and selection, reward systems, or roles and responsibilities within the hierarchies are only revised subsequently to reinforce and support the change.

Relationship between Topdown/Bottom Approaches

Relationships between these parameters and the top-down and bottom-up approaches are summarised in Table.

Parameter	Level of effectiveness of	
	Top-down approaches	Bottom-up approaches
Expressiveness	<i>High</i> – deal in simple messages and specialise in communicating these effectively and reasonably quickly at the practice/artefact level	<i>Low</i> in short term – focus on concrete problem generates lots of detail rather than a new symbol
Commonality	<i>Low</i> – promoted unifying feeling often ceases after formal programme ends; methods often lead to resistance and lack of common ownership	<i>High</i> – operates through shared understanding and creates a culture of trust and understanding
Penetration	<i>Variable</i> – depends on ability of interventions to affect more than just practices or artefacts; highly structured programmes likely to reach all employees	<i>Low</i> in short term – involves only part of the organisation; <i>High</i> in long term – involves discussing proposals and implications with employees
Adaptability	<i>Low</i> – tend to be inflexible and imply instant fix; programmed nature implies conformity and devalues deviance	<i>High</i> – concrete problem led, willing to accommodate new views and find best fit with organisational requirements
Durability	<i>Low</i> – based on senior management's desires; lack of ownership by employees likely to be highest with transformational change	<i>High</i> – employees are keen to preserve what they have created; especially high when a development of existing practices which employees own rather than transformational change

Table : Relative effectiveness of top-down and bottom-up approaches to cultural change across different parameters

As we can see, the two approaches' effectiveness differs across the parameters. This suggests that it is not just a case of choosing which approach will best fit with an organisation, as no one approach will provide everything required. Rather the strategy for culture change needs to be tailored to the precise requirements of the organisation at a particular time. A top-down approach can enable relatively rapid change in an organisation's practices.

HR interventions such as organisation-wide training and communication can be used to help inspire employees to adopt the new culture at the practice or artefact level, offering the impression of a culture change. However, if the culture change is also required to be durable it will need to be combined with a bottom-up approach over a longer time period. This can help ensure that the new culture becomes part of the employees' basic underlying assumptions.

Managing organisational cultural change is therefore extremely complex. It needs to take account of the existing culture, whether developmental or transformational change is required, as well as a range of internal and external factors. As part of this process employees need to be managed.

The reality of this challenge is clearly summarised by Whipp *et al.* who state: 'culture is a Pandora's box: both academics and practitioners should not make any easy assumptions about their control of the contents'.

4.6 DIMENSIONS OF ORGANIZATIONAL CULTURE

Q9. What are the Dimensions of Organizational Culture?

Ans : (Sep.-20, May-19, Imp.)

The various dimensions of organizational culture are,

1. The structural view of culture
2. Organizational culture and the external environment
3. Organizational culture, strategy, structure and external environment.

1. The Structural View of Culture

Structural views of culture unavoidably calls for descriptions of various structural forms for their expression. According to Handy (1993), organizational culture refers to atmosphere ways of doing things, levels of energy, levels of individual freedom or collectively (Set of norms, values and beliefs) reflected in various systems and structures.

Handy says that a culture cannot be defined precisely. However, one can use the following descriptions to determine a specific organization's way of doing things.

(i) The Power Culture

The culture in which an individual/group tends to dominate is referred to as power culture. In this type of culture, decisions are taken based on influence more than through a logical rational process.

(ii) The Role Culture

The organizations having role culture work by rationality and logic. It is not the personal directive from the top that control activities, but the rules and regulations.

(iii) The Task Culture

The task culture is represented by a net. In task culture, the main concept is project work linked with matrix type structures. Thus, it is not specifically

concerned with personal power but with arranging the needed resources to effectively and efficiently complete the work.

(iv) The Person Culture

This culture is considered to be the unusual one. The main aim of this culture is to serve the requirements of the participating members.

2. Organizational Culture and the External Environment

The view of culture on the part of Handy and Phe sey, are closely associated with organizational structure and also to the strategies that are pursued by organizations. These culture typologies are concerned with the organization's internal environment. According to Deal and Kennedy's (1982), the four types of cultures i.e., macho-culture, tough- guy, work-hard/play-hard culture, the bet your company culture and the process culture are more closely linked to the external environment of the organization.

Although the typology of Deal and Kennedy was constructed in the early 1980, the cultural types are still useful in today's organizations. Deal and Kennedy in 2000 agree that it is important to revise the assumptions from the previous decade. For example, Banks have emerged more into sales-type organization yet they don't fit the work-hard/play-hard culture which is recommended for sales oriented companies.

In UK, there are several government agencies which have become 'privatized' in the way they manage and are leaving behind, the process-oriented culture. It is also to be noted that organizations don't always fit to one or the other typology. Thus, this makes it difficult to describe a specific culture of organization and to select a specific typology.

3. Organizational Structure, Culture, Strategy and the External Environment

We have discussed about aspects of organizational culture which link it to the external and internal environments of the

organization in terms of organizational structure and the marketplace where the organization carryout this business. Scholz (1987) is the person who combined these two dimensions along with the third dimension. He used the terms evolution induced, external induced and internal-induced culture dimensions.

For external-induced dimension of an organizational culture, Scholz used the work of Deal and Kennedy's four cultural types to represent this dimension. The three cultural types identified by internal-induced dimesion are professional, bureaucratic and production which are decived from the characteristics of an organizational structure. Beyond these dimension, the final cultural dimension is the "evolution-induced" dimension. This dimension is related to the strategic orientation of the organization. The following are the five possible types of cultures,

- (i) Stable
- (ii) Anticipating
- (iii) Creative
- (iv) Reactive and
- (v) Exploring.

Scholz's three dimension of culture cover external and internal aspects of the functioning of the organization in terms of strategy, structure and the operating environment. Thus, it provides a possibility to describe culture of organization in a mox complex way than the one provided by Handy's and Deal and Kennedy's cultural types. However, no suggestion is provided regarding how to identify a culture of one type rather than other. This is quite different from Robbin's and Hall's methods of describing culture, which can be performed using quantitative techniques and questionnaire-based methods.

4.7 SOURCES OF ORGANIZATIONAL CULTURE

Q10. What are tthe Sources of Organizational Culture?

Ans : (May-19, Imp.)

The important sources of organizational culture are,

1. The influence of organizational history
2. The influence of national culture
3. The diversity of national cultures and
4. The national culture and organizational culture.

1. The Influence of Organizational History:

The history of organization have an impact on the process of change. There are many organizations including colleges have concluded that historical factors and long-standing cultures of each organization or institution have an influence on change process.

Back in 1981, a well-known academic researcher gave a view that "the subculture of an organization reflects national culture, professional sub culture and the organizations' own history" (Hofstede, 1981). This view is seemed to be accepted now by today's organizations.

In 2001, Robbins also focussed on the philosophy of organization's founder and highlighted how top management define acceptable behaviour with the passage of time. Brown (1995) has discussed the importance of leadership as a source of organizational culture.

However, the influence of history is not limited to the influence of specific people of importance to an organization. Hofsted (198) gave a broader view of influence by saying "the rules of behaviour in industrial workshops in the 19th century were modelled after those in armies and monastecies". The discussion of Goodman (1995) regarding different ages of wealth creation proves that how historical processes has made influence on all aspects of organizational functioning including the culture of organization. However, the processes and their timing may vary from society to society. The national culture may also modify them to some extent.

2. The Influence of National Culture:

Survey was conducted on cultural similarities and differences between nations. This further lead to a long-standing debate called the

convergence-divergence debate. In short, the people who favour the convergence view argue that the increasing size, the forces of industrialization, the use of similar technologies will force the organizations towards specific configuration with respect to structure, strategy and management. Further, the growth of international organizations and the businesses that operate increases the need for 'international managers' who can implement common practices in various parts of organization.

In contrast to this view, the difference in countries, religions, laws, social organization, language, education system, values and attitudes indicates that one nation's culture will diverge considerably from the culture of other country. Researchers are observing how e-commerce and the increasing pressures on organizations to operate globally will influence the convergence or divergence of national cultures.

3. The Diversity of National Cultures

Researches have identified different dimensions that describe the cultural orientation of societies and have also identified how cultures vary. The following table shows how variations occur within societies and between societies.

	Dimensions		Variations	
1.	Nature of people	Good	Mixed	Bad
2.	Activity Orientation	Being	Controlling	Doing
3.	Relationship to the Environment	Domination	Harmony	Subjugation
4.	Time Orientation	Past	Present	Future
5.	Focus of Responsibility	Individualistic	Group	Hierarchical
6.	Conception of Space	Private	Mixed	Public

Adler wrote a book in which she gave many examples of differences that exist between nations and societies on these cultural dimensions. According to her, Americans tend to be strong individuals and their promotion and recruitment practices are based on criteria that focusses on individual skills and knowledge. Unlike Americans, the group orientation societies like China, Japan, Malaysia and Indonesia focus more on responsibilities, assignments and reporting relationship in collective terms. Often, the people of these type of societies get employment by way of personal contacts who give assurance for their trustworthiness and their ability to work with others.

Alder has made good comparison between doers and be'ers in their different reaction to salary rise. The doers react to higher pay rates by working hard for more hours to earn more. Whereas, the be'ers react to higher pay rates by working only for few hours and argue that they can earn the same amount in less time, thereby they enjoy more of their time in enjoying life. Providing overtime bonuses is appropriate in 'doing' societies but not in 'being' societies.

According to Alder, different time orientations can have a significant impact on attitudes of people towards punctuality and time-keeping. Alder also gave example of Japanese and North Americans to show the differences in the attitudes of people to use the space. While American prefer closed offices and meeting behind doors, the Japanese opt for open-plan working areas that root only involve managers but also the subordinates.

Thus, it is the diversity of national culture, that have an influence on organizational culture.

4. National Culture and Organizational Culture

Fumham and Gunter (1993) conducted a study and provided examples of organizations in countries like Israel, Australia and Denmark which had low scores on power distance dimension of Hofstede which also have common organizational structures. The structure of organization of these countries

have low centralization of decision-making and flatter pyramids of control. Whereas, the organization structures in countries like Mexico, Philippines have high scores on Hofstede's power distance dimension of culture. These countries have organizations having centralized decision-making and strict hierarchical structures.

Hofstede (1994) and Adler (1991) focussed on how organizational theory related to motivation, decision-making or leadership is determined based on culture. Although organizational cultures are influenced by national cultures to a large extent, organizational cultures can change. However, this change is not easy.

4.8 ORGANIZATIONAL CULTURE AND CHANGE

Q11. Discuss about the Organizational Culture and Change.

Ans :

According to Wilson and Rosenfeld (1990), 'the pervasive nature of organizational culture cannot be stressed too much. It is like to affect virtually all aspects of organizational life'. Schwartz and Davis (1981) say, 'culture is capable of blunting or significantly altering the intended impact of even well-thought-out changes in an organization. These are the famous views explained by various authors regarding culture and its implications for encouraging any form of change.

There are many distinct views on relationship between culture and change. The different elements of organizational culture which may effect the organizational change are shown in the following diagram,

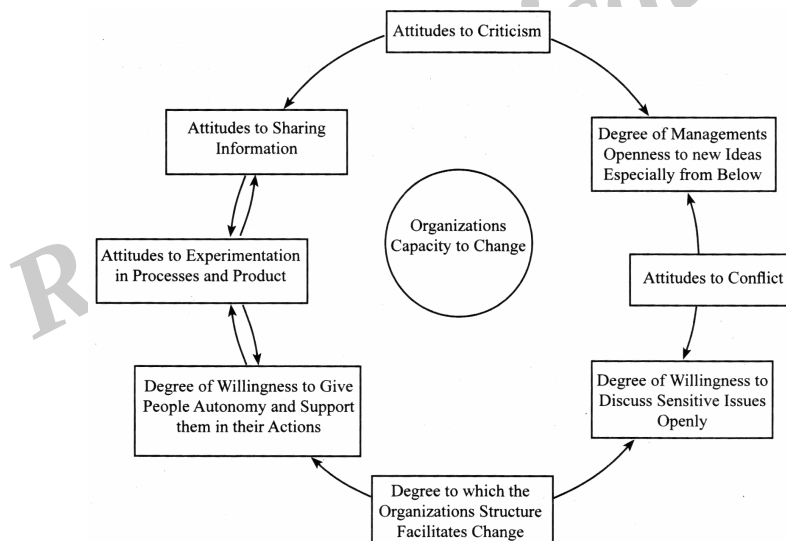


Fig. : Organizational Culture and Change

Culture in Defence Against or Supportive of Change

In the above figure, it is seen that few elements of organizational culture may support change and simultaneously, they are against it. Organization's structure is one of the element in organizational design which brings the changes easily. Few organizational culture typologies discuss regarding the kinds of organization structure, so in this case, culture and structure are almost same. The best example of the merger of the concepts of culture and structure is Burns and Stalker's research. In their argument it is seen that, organic types of firms are responding to the need for change compared to mechanistic ones. Although, Burns and Stalker considered that mechanistic type of firms are defensive against change, because all firms changes upto some level all the time. The term, 'defensive against change' means it does mean that

mechanistic and role-type organizational culture will not support change. Although, they are unlikely to support without suffering frame breaking transformational or revolutionary type of change. This is possible case due to their structural characteristics but also may be due to beliefs, values and attitudes maintained by individuals who work in them.

Kanter (1983) has explained the two extremes of organizational culture, they are, 'segmentalist culture' and 'integrative culture'. According to Kanter, these extremes differ in terms of structural characteristics and underlying attitudes and beliefs of the people who are working in such organizational culture.

Organizational Learning and Types of Change

The foremost person who found the difference between the two types of learning i.e., single-loop learning and double-loop learning is Argyris (1964). Single-loop learning is an indicative case which defines goal or objective and people work on it to reach the goal. In this learning, it considers various alternatives to obtain personal or organizational goals, but the goal itself is not questioned. This type of learning is also defined as individual learning i.e., learning is obtained by individuals but that rarely passes all over the form in any logical manner.

In double-loop learning, questions not only relating to 'means' through which goals are accomplished are asked but also regarding the 'ends' i.e., the goals themselves. Johnson (1990) defined this kind of learning as organizational relearning.

Single-loop or individual learning is a dominant kind of learning to occur within a segmentalist or defensive culture. The features of this kind of culture is that, it discourage the sharing of data and openness which is essential for organizational learning to occur. Hence, it can be appropriate for types of change that are defined by Dunphy and Stace (1993) as fine-tuning and incremental adjustment, which are needed to bring about the change in direction of organizations called 'strategic change'. Besides this, lack of ability a firm to perform double-loop learning will leads to the process of 'strategic drift' which is a process that results in change being forced upon a firm.

Strong and Weak Cultures

According to Brown, 'organizational cultures vary in terms of their relative strengths'. Instinctively, whether defensive or in favour, the utilization of strong culture means a recognized view on how the life of a firm must takes place, with many members of the firm to believe it. As an alternative, weak culture means there will be no dominant pervasive culture but a firm which is created with several various cultures, few of them will dispute each other. Payne (1990) has indicated that the strength of firm's culture is measured through (i) the extent to which it is shared by all members and (ii) the strength with which the members of a firm will believe in it. Higher the strength of a firm's culture, the higher the extent to which it informs all levels at which culture shows itself i.e., effecting not only attitudes of individuals but also their values beliefs and assumptions.

It is essential to have strength or weakness of organizational cultures where it carryout several functions for the firm. Brown (1995) has indicated the functions at the organizational level. They are,

1. Conflict resolution
2. Motivation
3. Reduction of uncertainty
4. Coordination and control
5. Competitive advantage

4.9 ORGANIZATIONAL POLITICS

Q12. Discuss about the Organizational Politics.

Ans :

Definitions of Politics :

According to 'Paul Janet', "politics is the part of social science which treats of the foundation of the state and the principles of government".

According to Fairley, "politics includes a study of the organization and activities of states, and of the principles and ideals which underline political organization and activities".

According to 'Jenks' "politics is the study that deals with the state and the government".

According to 'Buchanan and Huczynski', "political behaviour is the observable, but often covert, actions by which executives (and others) enhance their power to influence decisions".

Different Types of Political Rule

The different types of political rule are as follows,

1. Autocracy

Autocracy is the absolute government in which the power is controlled by people or small group and encouraged by control of critical resources, tradition, property or ownership rights, charisma and other claims to personal exemption.

2. Bureaucracy

Bureaucracy is a rule exerted with the help of written word which offers basis for rational-legal type of authority or 'rule of law'.

3. Technocracy

Technocracy is a rule exerted with the help of knowledge, proficient power and the capability to solve problem.

4. Co-Determination

Co-determination is a type of rule in which the opposite parties associate with the joint management of mutual interests, as in associated government or corporation, every party carry on a particular base power.

5. Representative Democracy

Representative democracy is exerted by the election of officers assigned to act on the side of the electorate and who maintain office for a particular period of time or so long as they direct the assistance of the electorate as in parliamentary government and types of control of worker and shareholder in an organization.

6. Direct Democracy

Direct democracy is a system in which everyone has equal right to rule and is engaged in all decision making activities as in several communal firms like cooperatives and Kibbutzim. This political principle will motivate self-firm as an important mode to regulate.

4.9.1 The Link between Politics, Power and Conflict

Q13. Discuss about The Link between Politics, Power and Conflict

Ans :

Politics was mainly described as the use of power. But Robbins stated that, political behaviour eventhough defined as those activities which are undertaken to affect others is essentially related to such activities which are not a part of an individual's formal organizational responsibility. In a distinct organizational world, there will likely be no requirement to behave against as per one's formal role. But, it is because, the organizational world is build up of human beings who are having their own set of values, beliefs and interest which are restricted to be variations of opinion as to the many problems that spread throughout the everyday organizational life which are inducing in conditions/situations of change. In those organizations which are evidently having strong authoritative culture, the experience of that may differentiate for groups and individuals who are performing with their own sub-cultures.

The significant source of power is organizations is control of resources and the resources are mostly in scarce than most people would like further resource power. This may result in groups and individuals attracting to gather more power to themselves. In other words, the individuals may compete for power. In this situation, issue regarding whether this form of competition is helpful to the achievement of organizational performance or it becomes dysfunctional. Handy say that "competition for power nearly always turns to conflict" with the suggestion that if the competition is not significantly undesirable, conflict is. But Morgan considers a highly practical view representing that conflict is a significant characteristic of life in an organizational society. His arguments are relied on the assumption that, the organizations are designed as systems at the time of encouragement of competition and cooperation where one their outputs will be unavoidably a conflict.

This may focuses the double nature of interests, conflicts, sources of power and is known as the pluralist frame of reference. This meansTn

contrast to the “unitary” frame of reference which is focusing the philosophy that organizations are having aims to which each and every member of the firm is subscribed/registered with all working with respect to their attainment, But, the managers who are holding a view of pluralist of the way organizations are operating their stress the idea of an association of divergent interests which will sometimes result in conflict, managers registering to a unitary philosophy take into account the conflict as an irregularity from normal state of affairs that is identifying only formal authority as per the legal source of power. Hence, the managers from a unitary frame of reference are considered as the individual with “right to manage” whereas others are known to be subordinate their own personal interests to the best of organization. The only type of power which is identified from this statement is that formal position power. Expert power may be identified but as an aspect of position power.

The unitary and pluralist views of interests, conflict and power are discussed below,

Basis	Interests	Conflict	Power
Unitary View	The focus of places is mainly on the attainment of common goals. The organization is termed as being united under the shelter of common objectives and looking towards their attainment in the manner of a well integrated team.	With respect to conflict, the rare and temporary situation which can be removed with suitable managerial action. It is generally associated with the activities of deviants and trouble makers.	It ignores the role of power highly in organisational life. Concepts like authority, control and leadership inclined to be desired way of explaining the managerial advantage of guiding the firms towards attainment of common goals.
Pluralist View	The focus of place is mainly on individual and group interest. The firm is regarded as a loose association that has but the remote interest in formal goals of the organization.	With respect to conflict as ineradicable and inherent feature of organisational stresses and affairs its likely aspects of positive and functional.	Power is a variable which is significant to the knowledge of activities of firm. The medium which is alleviating and resolving the interest is power.

4.10 POWER AND CONFLICT IN TIMES OF CHANGE

Q14. Discuss about the Power and conflict in times of change.

Ans :

(May-19)

Faces of Power

The two faces of power was introduced by McClelland (1970) to describe its positive and negative aspects. In McClelland's theories study, French and Bell (1990) said that, the negative face of power represents the primitive, unsocialized requirement to have control over others. The positive power comes from a socialized demand to introduce, influence and lead. Thus, the positive power identifies the requirements of other individuals in order to obtain their own goals and also the management and the organization goals. Negative power is all about command and control over others where as, the positive power try to entitle not only self but also others.

The terms ‘destructive’ and ‘constructive’ are used relating to various types of issues and are associated with the concept of positive and negative power. Using negative power leads to destructive conflict, with breakdown in communications and resistance to accept others opinions. This will have a tendency to increase risky situations which are intrinsic part of situations of change. It is in such cases in which power balances are distress and disagreements which may resolved through settlement, develop into destructive win-lose cases. The firms who are facing the problems with conditions of change are at their risk towards political actions of those who hold to obtain from the change and those who hold to lose.

Problems of Change

It is contended that few kinds of change are less complex compared to others and radical, clear and frame-braking change is helpful to bring the conditions of uncertainty and fear of what the future might bring. Although, small change may distress the balance of power through small but resource reallocations or changes in structure may create useful experience or skills than those of others. Although, apart from content of any change, many of the writers accept that it is a procedure by which the firm should obtain from one state to other state which causes several problems. Three problems has been indicated by Nadler (1988) in connection with this transition process. The problems are,

- (i) Resistance to change
- (ii) Problem of organizational control
- (iii) Problem of power.

The below figure creates on these ideas to demonstrate few links among power, conflict, change and political action.

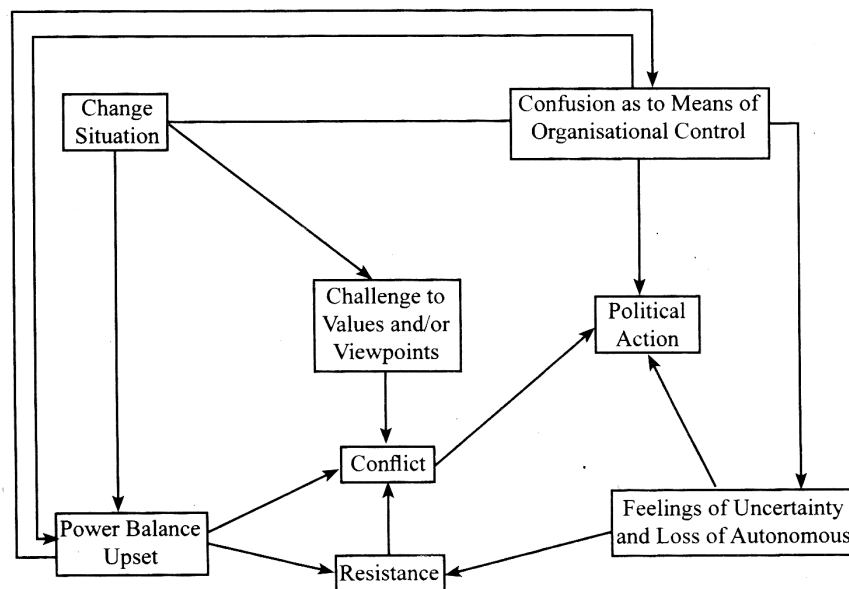


Fig. : The Problems of Change

The above figure displays few feasible consequences for behaviour and attitudes of individuals in organizational change. Therefore, the transition process from the present organizational state to the required one, instead of being a mechanistically designed steps series which is filled with choices of conflict and political action.

The above figure demonstrates the role of power and conflict in the periods of organizational change. Behind every aspect there are several concepts discussed in connection with power, conflict and their expressions in political action. For example, few kinds of change will challenge values and beliefs of an individuals thereby creates an internal state of conflict which means that they are expecting to oppose the change. Besides this, resistance will have essential link to it due to the involvement of values and beliefs. Confusion regarding the means of organizational control i.e., who and what is being observed and how it is closely linked with disturbances in the power balance which are regularly associated with position and resource power. At the time of confusion, there are chances to present themselves take political action with the help of hidden sources of power. In this case, the conflict is observed as a problem which is possible to settle if win-lose strategies are used.

The difficulties of change at times seems as strong. Although, as said by McClelland (1970) that there is both positive face to power and also negative face to power. In case of organizational change, there is a positive face to conflict and political action.

4.10.1 Positive use of conflict and power

Q15. Discuss the positive use of conflict and power.

Ans :

The terms functional or dysfunctional and constructive or distinctive conflict are used by Robbins (2005) and the open university (1985). In fact, relating to functional conflict, Robbins indicates the interactionist method to conflict which consider it as not only a positive force but also one which is essential for a group to successfully carryout. In support of this conflict, he contended that low level of conflict is same as dysfunctional as to high level. Therefore, there is a high level of conflict which creates self-criticism and innovation inorder to enhance unit performance. Robbins indicates that, when there is a high level of conflict, satisfaction and indifference must be lowered, increase in encouragement by challenging and questioning environment with energy will creates work attractive.

The following figure demonstrates five-stage process of going from a fundamental conflict situation to alternative positive or negative outcomes.

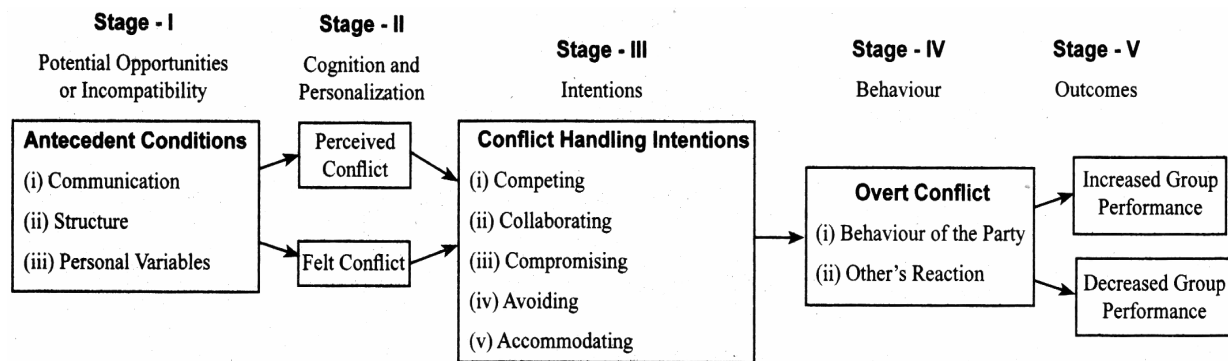


Fig. : The Conflict Process

The open university is aware of the fact that conflict take action to draw those who are on the similar side combinely in agreement, but it can also make agreement among those who are on dissimilar side. This is because as each side put its thoughts, data is disclosed and shared and recognition of goals and unions of others are strengthened. Thus, conflicts lead to integrative effect but only if attempts are made to work through the conflict are non-coercive and make use of honesty and openness methods.

Mills and Murgatroyd (1991) discussed regarding the conflict and consent 'being in tension'. Several members of a firm will not rise up if they recognize that the control methods which are used to obtain goals of a firm are depended on shared view of how these methods are used. For example, Hofstede's (1981) concept of power distance which is one among the dimensions of culture is helpful in explaining why individuals of few cultures compared to other cultures will take a authoritarian kind of decision making and control. If a workforce of a firm is culturally prove to risk taking and tolerance of uncertainty, then it is not flexible with rules and regulations, according to Hofstede's terms it has a high uncertainty avoidance.

Guidelines to Deal with Conflict

Furze and Gale (1996) has given the following guidelines to deal with conflict.

1. Support Openness

Support openness means the requirement to consider facts, views, objectives and the expectations which confine the issues. There is an assumption that it may not be possible to resolve the conflicts, if the issues related to conflicts are not communicated openly.

2. Model Appropriate Responses

Here, the issue is related to role modelling. If one party is ready to create positive responses to conflict instead of being defensive then this will motivate the other party to do the same.

3. Bring in Individuals who are not Concerned Directly

These individuals serve as a other fact providers or take up process-oriented role of arbitrator or mediator. A mediator will provide a negotiated solution where as the arbitrator will dictate one. The other alternatives are conciliators who serve as a communicator among the two parties and consultants. These consultants are attempting to assist the parties to learn to understand and work with each other rather than creating particular solution.

4. Use the Powers of the Group

This means exploiting opportunities to help private members of the group to which these members belongs to. This will bring others into conflict not to take sides but to play a creative as well as positive role.

5. Give Summaries and Restatement of the Position

This will assist to maintain communication and also useful to decrease the process when it becomes heated and points which are made in risk of being disregard and lost.

6. Motivate Individuals to Take Time to Think and Reevaluate

This refers to making in time for thinking and space separately. It might also mean shelving the issue for a short period but not evading it.

7. Make Use of Directions and Interests to Enhance Areas of New Gain

Focusing on the ideas of other individuals will recognize the areas of possible benefits.

8. Choose an Enquiring Method to Control

This refers to enquiring with the help of symptoms of conflict in order to aware of the actual causes. The conflict will not explode until the basic cause is identified.

9. Emphasis on Shared Goals

Instead of focussing on basic differences obtain to recognize where the agreements exist, even though if these are very small and unimportant. They create a helpful base on which to move outwards to evaluate the differences.

10. Make Attempts to Create Objectivity into Process

Objectivity can be supported by asking those who engaged in expressing the strengths as well as weaknesses of their position. Although, what should be identified is that objectivity strengthens with the help of value system of individuals.

4.10.2 Action on power, conflict and change.**Q16. Explain the action on power, conflict and change.**

Ans :

The four action steps that are proposed by Nadler in 1988 for shaping the political dynamics of change has been followed by the story of Brian Davies and his management of change at Kenya Airways. These are demonstrated with respect to what Nadler is distinguishing the problems of change mentioned in problem of power.

Four Action Steps

The four action steps which are proposed by Nadler are discussed below,

1. It is used to make certain or develop the encouragement of significant power groups. This includes recognition of individuals and groups who are having power to help change or to block it. Nadler stated that all power groups are not intimately take part in change. But some groups are required to be involved in planning any change to protect from their blocking not due to its adverse influence but due to the reason of ignorance.
2. It is using the behaviour of leader to generate energy in encouraging of change. The principles for dealing with conflict listed can be the good guiding principles in this stage. Further this, the leaders who are working in coordination can crucially/essentially affect the informal aspects of organizational life.

3. It is using symbols and languages to generate energy. It has been discussed in reference to use of symbolic power and essentially the symbolic action in managing strategic change.
4. It helps in shaping the political dynamics of change is necessary for building the stability. This is the use of power to make certain those things that remain same. Those are physical locations, hours of work and group members. It is useful in facilitating sources of stability like these to provide anchors for people to hold it on to at the time of turbulence of change. Besides this, there is a requirement to let the people know will remain constant and probably to change.

The significance of power and conflict as elements in politics of change managers who are in a position to change can significantly evaluate the power who is having and way in which it will be used likely results for actual and potential conflict that is having a good chance of implementing the change they are attracting or desiring. Therefore the explanation of one way of examining the potential for action of both groups and individuals as per their,

- (a) Power to block change
- (b) Motivation to perform things.

(a) Power to Block Change

The first step in examining the potential for action in favour of or against change is to recognize the individuals who are holding required power to help in change or alternatively, to work against it which is used to perform power audit.

(b) Motivaton to Perform Things

It is used for comparing the power of any group or individual to block change with their wish or motivation to perform. Evaluation of motivation to block change is not forward. The following figure explains the power and motivation to block changes.

Power to Block Change	High	Potential Issues (Keep Satisfied)	Definite Problems (Attempt to Cooperate)
	Low	Few Issues (Do Nothing)	Potential Issues (Keep Informed)
		Low	High
		Motivation to Block Change	

Fig. : Power and Motivation to Block Changes

The figure represents various situations and strategy to cope up with it. Hence, if an individual or group has less power to block change and besides less motivation to perform, no immediate action required to be taken. But, power to block change and motivation to do so, is representing a serious condition in terms of necessity to moderate with such related and possibly to meet a collaborative agreement.

A potential danger to any change is presented by those potential problems of the matrix with high level of power with less motivation to perform anything regarding the change. A strategy with respect to these people will be one of "keeping them satisfied" i.e., maintaining the awareness of change that is advantageous to the people.

The another kind of problem is represented in the matrix which may be attracting to ignore those people due to which change situations are dynamic especially in situations of incremental/rising change. As a result of this, the information should be provided to the people regarding developments in change with some efforts being made to influence the people that brings them benefits. But, it should be recognized as these people might be the one who in any change or radical restructuring in systems, containment in short-term, lose their jobs which might be the most suitable strategy.

4.11 MANAGEMENT AND LEADERSHIP

Q17. Discuss the role of management and leadership in change.

Ans : (May-19, Imp.)

Definition of Management

The word management is a combination of four terms, i.e. man+age+men+t (technique). In this way, management refers to a technique used by a man for dealing and managing persons (men) of different age group, to work together for achieving a common objective.

Although management is not confined to men only, it incorporates a complete balance of 5M i.e. Men, Money, Material, Machine, and Methods. The person who is in charge of the activities of management in an organization is known as Manager.

Definition of Leadership

The skill of leading a group of people and inspiring them towards a direction is known as Leadership. It is an interpersonal process which involves influencing a person or a group, so as to ensure achievement of objectives, willingly and enthusiastically.

It is not a lesson to be taught, but a quality which is possessed by only a few number of people. The person who owns this quality is known as a leader. A leader is someone who has a large number of people following him, as their inspiration. Some **examples** of leaders, which are born in India are Mahatma Gandhi, Amitabh Bachchan, Kiran Bedi, Sachin Tendulkar, Saina Nehwal, etc.

Leadership is an activity of guiding and directing people to work together in achieving the objectives. It requires a good vision of thinking across the boundaries.

In an enterprise, you can see a number of leaders who are responsible for the work of their team members. For the achievement of a single objective, the employees of the organisation are divided into teams and each team is assigned a task which they have to complete within the specified time. Each team comprises of a leader who is appointed on the basis of merit cum seniority.

In the business environment, leadership is not only limited to persons, but an organisation can also attain leadership in the market by defeating its competitors. Leadership can be in terms of product, market share, brand, cost, etc.

Definition of Management

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Mintzberg as well as Kotter has differentiated leadership and management in agree with Mullins has concluded that management deals with the activities within the formal structure and goals of a form where as the leadership emphasis on interpersonal behaviour in a wide-range context. Kotter has differentiated between leadership and management which are as follows,

Basis		Leadership	Management
1.	Creating an Agenda	Initiating direction creating a vision of the future, often the distant future and creating strategies for making modifications which are required to obtain vision.	Planning and budgeting creating clear process and timetables for obtaining required outcomes and then distributing resources which are required to make that occur.
2.	Creating a Human Network for Obtaining the Agenda	Assigning individuals conveying the direction through words and action to all those whose coordination is required to effect the formation of teams and partnership who are familiar with the vision and strategies and follow their validity.	Organizing and staffing initiating structure for fulfilling the needs of the plan, staffing that structure with people, delegating authority and responsibility for performing the plan, giving procedures and policies in order to assist individuals and develop techniques to monitor implementation.
3.	Execution	Motivating and inspiring activating individuals to overcome political, resource bureaucratic difficulties to modify by meeting fundamental and dissatisfied requirements of human.	Controlling and problem solving – monitoring results vs plan clearly, recognizing deviations and then planning and monitoring to resolve these problems.
4.	Outcomes	Make change upto a level and has a ability to make helpful change. For instance, new products required by customers new methods which assist to make an organization competitive.	Create a level of anticipation and order which has an ability to make continuously major outcomes anticipated by different stakeholders. For example, for customers always being on time and for stakeholders being on budget.

The statement of Mullins is that, leadership will not arise within the firm's hierarchical structure. To favour this statement, he indicates Watson's (1983) 7's organizational framework i.e., strategy, structure, systems, style, staff, skills and superordinate goals.

On the basis of this, Watson support that the management deals with strategy, structure and system where as leadership deals with style, staff, skills and shared goals. Then, the leadership deals with introducing shared visions and goals with interpersonal relationships and communications and with encouragement and getting best out of individuals. Leadership is all about effecting others towards the attainment of goals of a firm.

Although, Smith (1991) says that, instead of being absolute influence, leadership is all about relative influence in which leaders is a person who has influence over others than they have towards him or her. This creates the idea of the leader and the group, therefore it indicates the significance of followers. The discussion which follows indicates that there are some other factors which effects perceptions of individual of what creates 'good leadership'. It becomes proof that there is no such exception accepted view as to what this is. Although, there are many methods which provides a way to be aware of leadership and its connection to change and performance of a firm.

4.12 LEADERSHIP IN TIMES OF CHANGE

Q18. What is role of Leadership in Times of Change?

Ans :

Role of Leadership in Times of Change

The most significant contributors to overall organizational performance and change is effective leadership which is agreed by many of the organizations in present days. The persons who are having store of skills and knowledge attained from experience which is enabling them to manage the tasks of everyday life effectively and efficiently are called intelligent leaders. In order to bring effective changes it is required to have effective leadership. The significance of culture is highlighted by Brookfield during the

time of addressing the problem of organizational change when he has mentioned some roadblocks that can influence the change management efforts that includes the secrecy culture, silence culture and individualism culture. Such problems can be handled and managed by competent leadership. According to Gruban, the competence is an ability to manage knowledge, skills and capabilities.

Suggestions for Leader of Change

The suggestions for leaders of change are of three. They are,

1. The first suggestion is related to one best way of leading is that almost all the characteristics believed to be necessary for successful leadership by trait theorists occurred to be related to leaders of change. But, Kirkpatrick and Locker's in 1991 recognize, drive, leadership motivation, knowledge, self-confidence and cognitive ability of business looks like most relevant with trait of general intelligence and identification that intuitive decision making is not out of second class or place to other processes of decision making depending on logic and rationality.
2. The another situation is that the characteristics which are given may be an essential kind of leadership behaviour which is highly suitable to leading change. The researchers Ekvall and Arvoven (1991) and Lindell and Rosenquist (1992a, 1992b) are claiming to find development oriented behaviour.
3. The last and final suggestion is that transformational leadership looks like almost tailor-made for leading change. Example

The transformational leader is a book which is written by Tichy and Devanna in 1990 put towards a dramatic analogy of transformational leadership when they are proposing a lever for releasing a spring for change evaluation from the cell "the prologue" of new international playing field. Acts I, I and III will all follow on from this poem.

4.12.1 Leadership and the organizational life cycle

Q19. Discuss about the Leadership and the organizational life

Leadership and the Organizational Life Cycle

The process with which an organization moves towards as it forms, develops and matures can be understood with specific reference to the work of Greiner in 1972. But Greiner is also recognizing these states in an evolution of organization that establishes the different organizational practices that are necessary during each evolutionary phase. One of these practices is style which can be adopted by top management as per the growth phase of organization. The following table show how this top management style is matching to organizational growth phases.

Organisational Growth Phases	Top Management Style
Phase - 1 Growth via Creativity.	Entrepreneurial and individualistic in nature.
Phase - 2 Growth via Direction.	Directive in nature.
Phase - 3 Growth via Delegation.	Delegative in nature.
Phase - 4 Growth via Coordination	It is like a watchdog.
Phase - 5 Growth via Elaboration	It is participative in nature.

The following stages/styles are elaborated by Clarke in 1994 which was proposed by Greiner to suggest some management styles. They are,

Stage-1

It is creative, ownership, individualistic and entrepreneurial.

Stage-2

It is strongly directive.

Stage-3

It is full of delegation and autonomy.

Stage-4

This stage is like watchdog.

Stage-5

It is team oriented, educational bias, interpersonal skills at a premium and innovative in nature.

The suggestions/recommendations that are given by Greiner's are useful in attracting the attention to the requirement for change in management style of top management and some other organizational leaders as organizations are evolving and maturing. Clarke and Pratt (1985) has encouraged the suggestions given by Greiner, Clarke and Pratt has recognized four different styles of managerial leadership that are necessary at different stages in life of organizations. They are,

- (a) The champion to fight for and protect the new businesses.
- (b) The housekeeper who helps in maintaining the business on an even level as it is entering into the maturity stage to provide efficiency and effectiveness.
- (c) The tank commander is useful to take business into next stage of growth someone who is developing a robust team and direct/ maintain the business into usable components of market.
- (d) The lemon squeezer who is helpful in gaining the most out of business as it is in danger of diminishing.

The ideas that firms at different stages of growth requires different leadership approaches which has also been considered by Quinn in 1988 whose work is already known/understood. Quinn always argues that a company will start/ begin its life cycle situated predominantly in open systems that are quadrant of framework. As it is growing and developing, it includes the human relations model elements and highly emphasize on productivity and achievement from rational goal

model. Human relations model is regarding team whereas rational goal model is with respect to organization. When it reaches the formalization phase, it becomes less oriented to open systems, human relations model and considers another characteristic feature of internal process model which means hierarchy. Lastly, in the stage of elaboration structure, it utilizes the elements of all organizational models which will focus again essentially to back to open systems model.

**4.13 CULTURAL FACTORS INFLUENCING
LEADERSHIP PRACTICE**
Q20. What are the Cultural Factors Influencing Leadership Practice?

Ans :

Multicultural Leader

A leader who have effective skills and attitudes for motivating the employees of all race, gender, age, social attitude and life style is considered as multicultural leader.

Influence of Culture on Leadership

Inorder to become a successful leader should depend highly on culture where he/she works. It doesn't mean that the leaders are capable of leading the organization. Inorder to get ability to lead one should need leadership skill, those skills should match with the cultural values where they work and lastly they require authority to manage such skills. The leader must be aware of clear and indistinct cultural differences for influencing, inspiring and motivating culturally distinct people. Those differences are generalizations but they will work as initiating points in the leaders attempt for leading an individual from another culture.

Managing Culturally Diverse Workplace

For managing the cultural differences at the work place, the leader has to do the following,

1. Understand the important aspects of differences in cultural values.
2. Effect of cultural values on leadership style and,
3. Apply a motivational theory across various cultural groups.

1. Important Aspects of Differences in Cultural Values

The following are the important dimensions of differences in cultural values.

(i) Individualism - Collectivism

Individualism is the tendency of the individuals to look after themselves. These individuals give importance to their own interests and values. Economically advanced countries like U.S, Canada and Great Britain tends to place greater emphasis on individualism. Countries with high individualism expects people to be self-sufficient.

Collectivism places great deal of importance on group decision making and affiliation. These individuals give importance to the success of the organization. Japan, Hong Kong, Mexico and Greece are the examples of collectivistic cultures.

(ii) Power Distance

It is the degree to which the employees accept the fact that the organizational members have different levels of power. The culture in which the authority is obeyed without any question is considered as high power distance culture. In this culture, managers make autocratic decisions and subordinates do as they are told. France, Spain, Japan and Mexico have high power distance culture.

The culture in which the employees accept the directions of the managers only when they think that the manager is right, is considered as low power distance culture. In this culture, managers consult with the subordinates before decision making and there is a strong work ethic. U.S, Ireland, Germany and Israel have low power distance cultures.

(iii) Uncertainty Avoidance

The culture in which the managers take more risks and accepts the innovative

behaviours of the employees is considered as low uncertainty avoidance culture. U.S, Canada and Australia have low-uncertainty avoidance cultures.

The culture in which the managers try to reduce risks and want predictable and certain futures is considered as high uncertainty avoidance culture. Israel, Japan, Italy and Argentina have high uncertainty avoidance cultures.

(iv) Materialism - Concern for Others

Materialism refers to the culture in which 'success, money and material things' are considered as dominant values of society. U.S, Japan and Italy have materialistic cultures.

Concern for others is the culture in which the dominant values of society are 'caring for others and high quality of life. Sweden and Denmark have 'concern for others' culture.

(v) Long - Short Term Orientation

In the long-term orientated culture, leaders have a long-range perspective. These leaders are economical and careful and do not desire for quick returns on their investments. Pacific Rim countries have long-term orientation.

In short term oriented cultures, the leaders desire for quick returns on their investments and does not have the tendency of saving. U.S and Canada have short-term oriented culture.

(vi) Formality - Informality

In the formal culture, leaders have formal attitude towards the traditions, ceremonies and social rules of the organization. Latin American countries, have highly formal cultures.

In the informal culture, leader have indifferent attitude towards the traditions, ceremonies and social rules of their organization. American and Canadian employees are informal in nature.

(vii) Urgent - Casual Time Orientation

A culture's view of time directly influences the decision making. In the urgent time oriented culture, leaders are impatient and considers time as a limited or inadequate resource. Americans are urgent time oriented.

In casual time oriented culture, leaders are patient and regard time as an unending resource. Asians and Middle Easterners are casual time oriented.

2. Effect of Cultural Values on Leadership Styles

The cultural values affects not only the behaviour of leaders and managers but also the behaviour of other employees of the organization. This is because of the interpersonal relationships which takes place in the management. Every organization has different management and leadership processes on the basis of their cultures. There are number of ways in which the cultural values affect the leadership style of the individuals. On the basis of the cultural values of the organization, individuals relate with one another.

Cultural values and norms mainly includes leadership behaviours which are acceptable and societal laws which restricts the use of power to affect the individual's actions and decisions. If a leader does not follow the societal norms of the organization, then the employees will not respect him which in turn reduces his effectiveness as a leader.

Apart from cultural values, the behaviours and styles of the leaders are also affected by the situational variables like organizational size, type of organizational climate, environment, level and functions of the manager, position, power and status. But nowadays with widespread knowledge of leadership and management, effective leaders from various geographic countries are developing similar styles.

3. Apply Motivational Theory Across Various Cultural Groups

For understanding the cultural factors affecting leadership, leader should apply motivational theory across various cultural groups. Expectancy theory helps in providing guidelines about cross-cultural motivation to leaders and managers.

Expectancy theory deals with two dimensions which are relevant for understanding cross-cultural differences in motivation.

- (i) Identifying individual's control on environment and
- (ii) Suitability of rewards.

According to Nancy. J. Adler, expectancy theory rely mainly on the degree to which the employees think that they have control on the results and trust on their leader that they will give suitable rewards to them for their efforts. Employees' belief that they have control on their results depends on their culture.

Example

The employees in the countries which have individualistic culture, think that they can affect their performance as well as their results. These employees have concern only for themselves, whereas the employees in the countries which have collectivistic cultures are more concerned about their organizations and are committed towards it.

The other aspect of expectancy theory is the suitability of rewards. As the expectancy theories are used all over the world, the leaders must study and examine the type and level of rewards which are suitable to the individual employees. The suitability of rewards are related to the individual and cultural differences. So, one of the most important challenge for a leader is to determine the rewards which are suitable and effective in particular culture

Thus, the above mentioned are the cultural differences which takes place in leadership practice. In order to become successful, a leader need to be attentive towards the individual as well as towards the sub-cultural differences.

Short Question and Answers

1. Organizational Structure.

Ans :

Organizational structure is a system used to define a hierarchy within an organization. It identifies each job, its function and where it reports to within the organization.

Definition Organizational Structure

According to Wilson and Rosenfeld, organizational structure is "the established pattern of relationships between the component parts of an organization, outlining both communication, control and authority patterns. Structure distinguishes the parts of an organization and delineates the relationship between them".

According to Bartol and Martin, "organizational structure is the formal pattern of interactions and coordination designed by management to link the tasks of individuals and groups in achieving organizational goals".

2. Bureaucratic Structure

Ans :

Bureaucratic structure is one of the best used organization structure. Morgan (1989) states that bureaucracy was originated by French economist Vincent de Goumay in the eighteenth century. But, the German sociologist Max Weber in early twentieth century has defined and developed the meaning of bureaucratic structure and used to emphasize a statement maintained which is the only successful way to organize work. An account of Henderson and Parsons's translation of Weber's (1947) working on "legitimate authority and bureaucracy" that can be seen in Pugh (1990). Three ideas which are focusing on the concept of bureaucracy has been identified by them.

3. Horizontal Differentiation

Ans :

The decisions on which means of departmentalizing frequently depends on

characteristic features of work to be performed, physical locations of its activities, size of organization, necessity of maintaining a balance between high level strategic decision making and lower-level functional essentials. Some issues involved in horizontal differentiation are power of decision making and results from profit or loss of power and influence, adopt one type of structure instead of another one. Some individuals ask for departmentalization by function, departmentalization by product, departmentalization by customer or departmentalization by geographical location.

4. Organisational Culture.

Ans :

Organisational culture refers to the patterns of beliefs, values and learned ways of coping with experience that have developed during the course of an organisation's history, and which tend to be manifested in its material arrangements and in the behaviours of its members.

Assumptions and beliefs find manifestation in various forms like physical artefacts, institutions, social systems and also in the behaviour of members of a society. There is a linkage among various components of culture that binds a culture together and makes any change in any one of the components difficult without causing chain reactions.

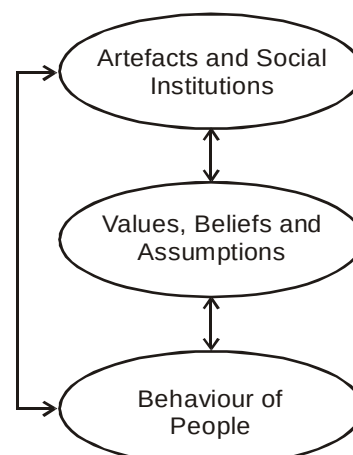


Fig. : Relationship among the Components of Culture

5. Faces of Power

Ans :

The two faces of power was introduced by McClelland (1970) to describe its positive and negative aspects. In McClelland's theories study, French and Bell (1990) said that, the negative face of power represents the primitive, unsocialized requirement to have control over others. The positive power comes from a socialized demand to introduce, influence and lead. Thus, the positive power identifies the requirements of other individuals in order to obtain their own goals and also the management and the organization goals. Negative power is all about command and control over others where as, the positive power try to entitle not only self but also others.

The terms 'destructive' and 'constructive' are used relating to various types of issues and are associated with the concept of positive and negative power. Using negative power leads to destructive conflict, with breakdown in communications and resistance to accept others opinions. This will have a tendency to increase risky situations which are intrinsic part of situations of change. It is in such cases in which power balances are distress and disagreements which may resolved through settlement, develop into destructive win-lose cases. The firms who are facing the problems with conditions of change are at their risk towards political actions of those who hold to obtain from the change and those who hold to lose.

6. Role of Leadership in Times of Change.

Ans :

The most significant contributors to overall organizational performance and change is effective leadership which is agreed by many of the organizations in present days. The persons who are having store of skills and knowledge attained from experience which is enabling them to manage the tasks of everyday life effectively and efficiently are called intelligent leaders. In order to bring effective changes it is required to have effective leadership. The significance of culture is highlighted by Brookfield during the time of addressing the problem of organizational change when he has mentioned some roadblocks that can influence the change management efforts that includes the secrecy

culture, silence culture and individualism culture. Such problems can be handled and managed by competent leadership. According to Gruban, the competence is an ability to manage knowledge, skills and capabilities.

7. Multicultural Leader.

Ans :

A leader who have effective skills and attitudes for motivating the employees of all race, gender, age, social attitude and life style is considered as multicultural leader.

Influence of Culture on Leadership

In order to become a successful leader should depend highly on culture where he/she works. It doesn't mean that the leaders are capable of leading the organization. In order to get ability to lead one should need leadership skill, those skills should match with the cultural values where they work and lastly they require authority to manage such skills. The leader must be aware of clear and indistinct cultural differences for influencing, inspiring and motivating culturally distinct people. Those differences are generalizations but they will work as initiating points in the leaders attempt for leading an individual from another culture.

UNIT V

Strategies for Managing Change: Systematic approaches to Change, The hard systems model of change, Soft systems models of change – Organizational Development, The OD process, OD-an action –research based model of change, Factors for effective change – Demographic changes, changing lifestyles, occupational changes, Operating Virtually, The multiple paths to change. Developing Leadership Skills.

5.1 SYSTEMATIC APPROACH TO CHANGE

Q1. What are the Systematic Approach to Change ?

Ans :

Many individuals have ability to think logically and rationally. In fact, few individuals believe that this is the only method to tackle problem solving or react to opportunities and thus, there will be a fundamental method of planning and implementing change. It is under the assumption that the systematic approaches to managing change are derived from this. The systems engineering method and operational research are the previous problem solving and decision making methods which are based on the presumption that the detailed change objectives are recognized in order to perform the best to obtain them. A strict application of these methods prescribed that these objectives must be feasible to measure them or at least it must be factual where one could be aware of when they have been obtained. For example, let us take the following cause.

Illustration : Unhappiness with the system for Facilitating IT Support Service

Susan, a staff member of the faculty of Art and Design at North Shire university was made a telephone call to the IT support service office to inform that the computer connection from her office to the resource centre was not working. But, there was no one to respond. She assumed that the staff who is working in office were looking at some other computer. Thus, she decided to send an email but she thought the IT support term will take much time

to respond. Although, from previous experiences she presumed that when it was reached she will not get a respond without one remainder and may be two. In general, she took a unclear view of the quality of IT support service and was sure that if she were accountable for this service she could enhance its value without wasting effort and resources.

This illustration gives an example of what seems to be complex over which many of the individuals will accept - it seems to have a clear defined boundaries. It is clearly seen that there are few difficulties with the way the IT defects are reported to the IT support service and the way they are reacted to them when they received. It is also clear that, there is a need to develop quantitative indices in which the system is evaluated and that may be a proof for improvement if this indices are develop. To follow this, firstly, there is a need to create a description of a model of change which is appropriate to the situation as described in the above illustration i.e., in cases in which there are many complexities than a mess. And secondly, completely accomplished example of its use to plan and implement change in the beautiful buildings company.

5.2 THE HARD SYSTEMS MODEL OF CHANGE

Q2. Explain in detail Hard Systems Model of Change (HSMC).

Ans :

Few of the detailed description of methods for planning and implementing change in 'hard' cases are found in open university course materials (1984,1994 2000) and the writings of flood and

Jackson (1991) and Paton and McCalman(2000). Here, the methodology for change are used on all these sources. To evade confusion with the model of open university, the 'Systems Intervention Strategy (SIS)', and Paton and McCalmans 'Intervention Strategy Model (ISM)', the method explained here is defined as 'hard systems model of change'.

Change in Three Phases

The method which is created to design and manage change is Hard System Model of Change (HSMC). Its roots will be present in the evaluation and change methods which are connected with operational research, project management and systems engineering, i.e., where focus is laid on means and ends, in other words, focus is on the means with which fixed objectives are to be accomplished specifically, HSMC is helpful when it control the situations that is present in the 'hard' end of the hard -soft continuum of change situations. It gives an accurate and systematic method of specifying goals for change; this is accompanied through creation of a range of options for action; the last step is testing those options over a set of clear criteria. This method is also helpful in which the quantitative as well as qualitative criteria is used to test options for change.

This process is divided into three phases. They are,

1. Description Phase

Description phase explains and identify the situation, knowing what it contains and set the goals for the change. This phase involves three stages. They are, ,

Stage 1: Situation summary

Stage 2: Identify objectives and constraints

Stage 3: Identify performance measures.

2. Options Phase

Options phase creates options for change, choose the suitable option and think regarding what might be done. This phase involves three stages. They are,

Stage 4 : Generate options

Stage 5 : Edit options and detail selected options

Stage 6 : Evaluate options against measures.

3. Implementation Phase

Implementation phase puts possible plans into practice and control the outcomes. Implementation phase involves two stages. They are,

Stage 7 : Develop implementation Strategies.

In this stage, choose preferred options and then plan how to implement.

Stage 8 : Implement the planned changes

In this stage, include all concerned, assign responsibilities and monitor progress.

I) Description phase of HSMC

The description phase of HSMC involves three stages. They are,

Stage 1 : Situation summary

Stage 2 : Identify objectives and constraints

Stage 3 : Identify performance measures.

Stage 1 : Situation Summary

In this stage, the foremost idea is to start by explaining the system within which change is to be made. This is a significant stage in change process and must not be in a hurry. Individuals who are mainly involved with the change must be referred. There will be inaccurate future change objectives and process, until the problem identification and situation explanation are carried out carefully. The description stage consists of the following.

- (i) Specify the decision to the evaluation and cause for doing it. For instance, statements like the following may be made.
 - (a) A decision to make score whether the present product range is maintained after the take over or not
 - (b) A decision to minimize the floor area covered by merchandise which is not obtaining minimum 25 per cent profit margin.

- (c) A decision to move to other site or offices.
- (d) A decision to introduce new markets during maintaining market share for prevailing services.
- (ii) Explaining the situation in which changes are fixed with the help of words and diagrams.

This stage defines the scope of the study and convey the range of problem and issues. Make attempts to think regarding how changes will create.

Stage 2 : Identify Objectives and Constraints

In second stage, define objectives as something which is essential a constraint is something which will impede the achievements of an objective. In fact, the objectives are the things where the organization members will have some control, e as, the constraints are the things in the firm's environment which has only limited control. Both the objectives and constraints are communicated in this stage. It includes being clear in which the decision maker wish to go and which ways must be closed or temporarily blocked. This stage consists of the following.

- (i) Listing objectives which are compatible with the themes that came into view from the diagnostic stage.
- (ii) Listing constraints in terms which are unchallengeable and might be changed.
- (iii) Organizing the objectives into a hierarchy of objectives i.e., an objectives tree. The following diagram displays how high-level objectives comes out the top with low-level objectives. The low - level objectives helps in obtaining high-level objectives.

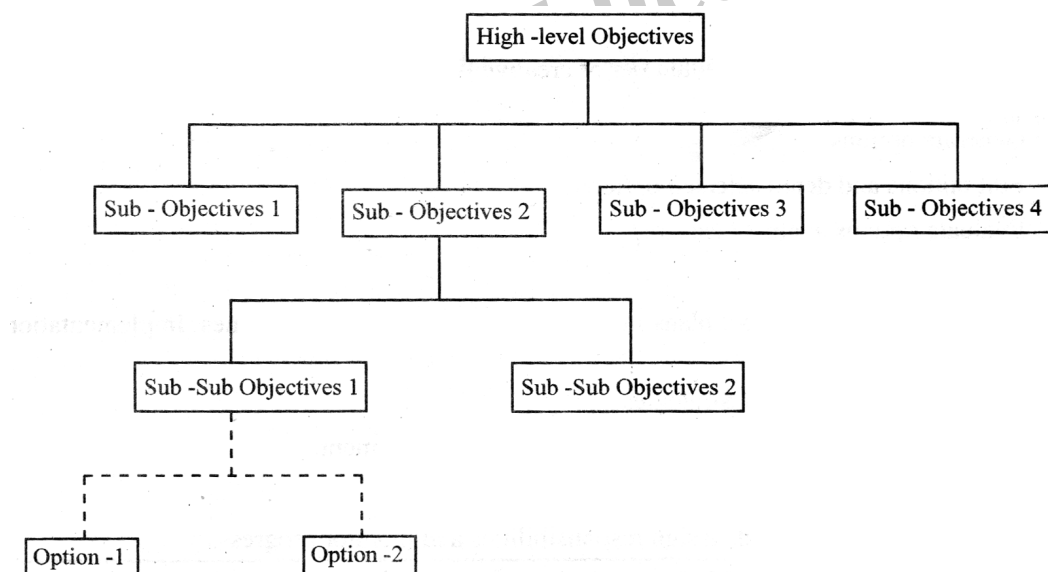


Fig. : The Structure of an Objectives Tree

Stage 3: Identify Performance Measures

Answer to the question in identifying performance measures. The question is 'How will know whether I obtained my objectives or not ? It possible make use of quantifiable measures such as costs (in monetary terms) savings (in monetary terms), time (years, days, hours) volume, amount of labour and so on . This stage includes formulation of performance measures that can be set against the objectives on the objectives tree.

It is believed that few objectives will not be quantified. In this situation, use a rating or ranking method as a measure of performance. The below diagram is an example for objectives hierarchy for enhancing the success of information technology support service of a firm. The measure of performance of every objective are shown in brackets.

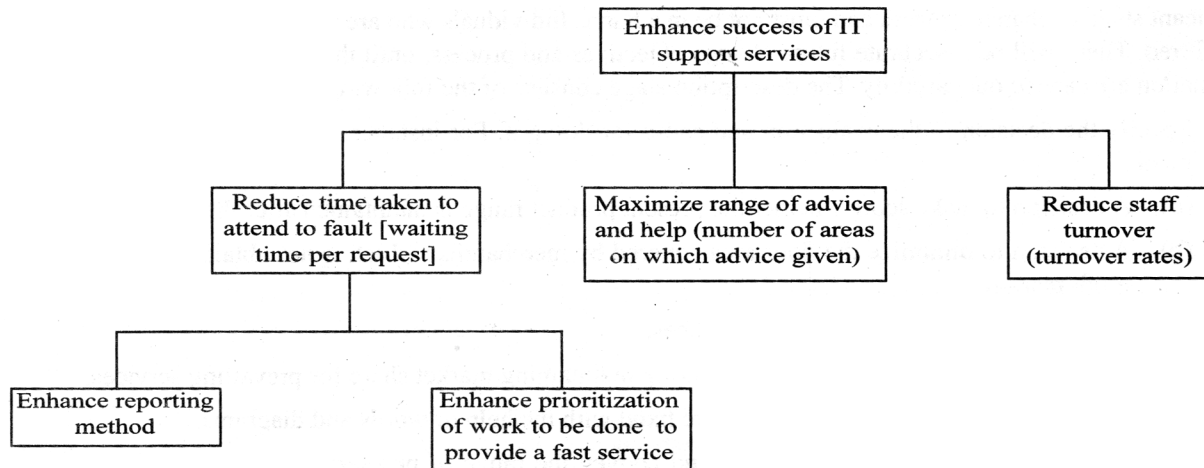


Fig. : An Objective Tree for Enhancing the IT Support Services

2. Options phase of HSMC

The options phase of HSMC involves three stages. They are,

Stage 4 : Generation of Options (route to objectives)

Stage 5 : Edit options and detail selected options.

Stage 6 . Evaluate options against measures.

Stage 4 : Generation of Options (Route to Objectives)

The objectives are accomplished on the basis of the concept of what is required to do to bring change. In contrary, the stage of generation of options is a stage which will find out how to obtain the objectives. If the objectives tree is improved well in stage-2 of description phase, then few of the low - level objectives might be options. Although, there will be definitely be more. Besides, to any options which creep into the objectives tree, the following are included in this stage.

(i) Planning a List of Options

This can be done with the help of any number of creative thinking techniques like,

- (a) Brainstorming
- (b) Gap analysis
- (c) Ideas writing
- (d) Benchmarking
- (e) Questioning others
- (f) Interviews
- (g) Meetings
- (h) Focus graphs
- (i) Research.

A set of particular ideas must be created at the end of the stage, which will assist the problem or opportunity in the perception that further they will accomplish the objective, instead of that they will break the constraints and results in useful changes to the situation.

The following figure provides a list of options for sub - sub - objective of enhance prioritization of work to be done to provide a fast service. This is one of the objectives in an objectives hierarchy for enhancing the success of the service provide by IT department of a firm to encourage those who are making use of computer - based programs to assist with their work.

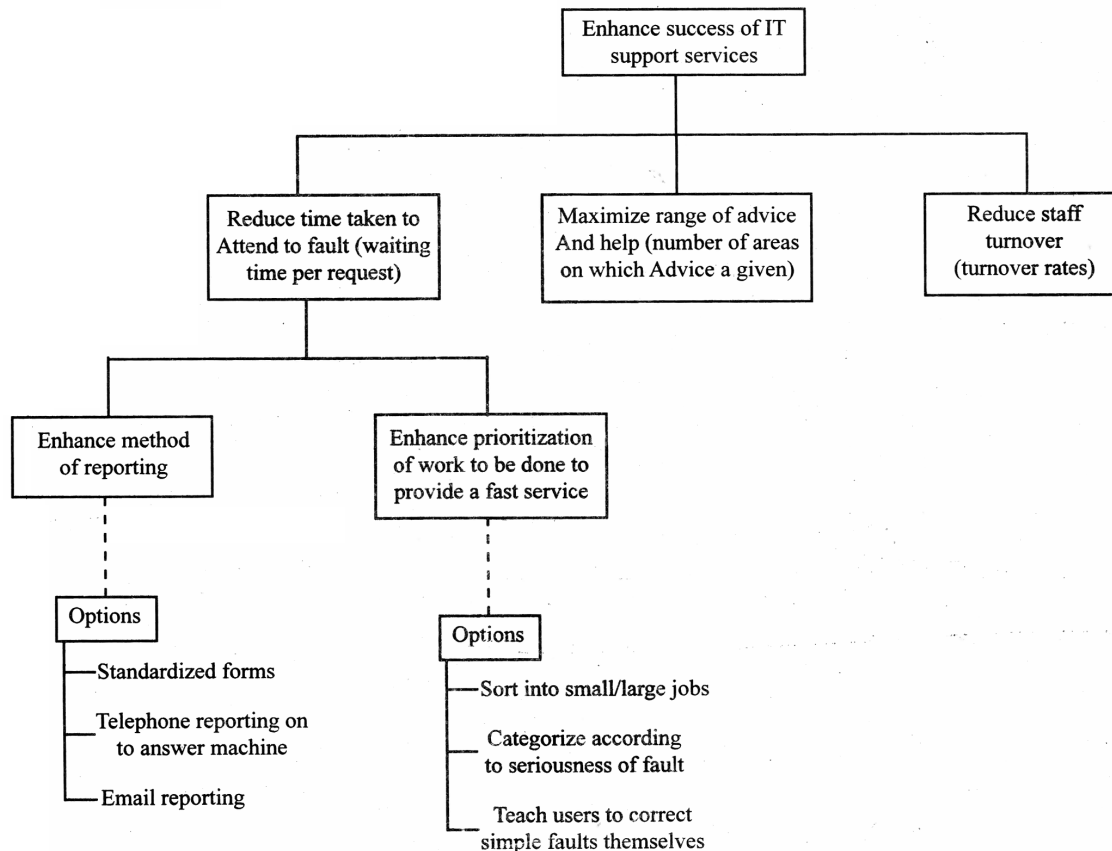


Fig. : An Objective Tree for Enhancing the IT Support Services, with Options Generated for the Two Sub - Sub Objectives

Stage 5: Editing Options and Detail Selected Options

During editing and detailing few options, it is essential to categorize the options in terms of those which are possible to provide a specific situation explained in stage 1 of description phase and the constraints identified in stage 2 of description phase. Now the selected options must be clearly explained or 'modelled' in terms of what it contains, who is involved and how it will operate. It might be that few options will group together and these are regarded as a group. The other options will not depend on any other and thus, it is regarded in their own right. There are numerous methods to test how an option will perform. The below are few of the chances drawn from a list given by the open university.

- (i) Computer situation models (For difficult production systems, financial systems and so on).
- (ii) Physical models (wind -tunnel test pieces, architectural models and so on).

- (iii) Mock - ups (Create mock -up of new products such as sewing machines, clothes dryers, aircraft and so on).
- (iv) Cost/benefit analyses (as models of the feasible trade -offs which will occur if a specific option were used, that can be quantitative and qualitative).
- (v) Cash flow models (manually produced or computer driven).
- (vi) Organizational culture analyses (methods of explaining organizational cultures as a way to recognize effects of various options on the organization's culture).
- (vii) Corporate plans or strategies (any one plan or proposal shows a 'model' of how the firm could improve its activities in the future).
- (viii) Scale plans and drawings (different office layouts, organizational structures and so on).
- (ix) Organization structure plans and proposals.
- (ix) Experimental production lines or laboratory scale plant.

It is clearly seen that few of these processes consumer time and costly. Although, numerous options can be explained or modelled with the help of diagrams or some form of cost - benefit analysis.

Stage 6: Evaluating Options Against Measures

The evaluation phase of the change process is a decision field. It enables selections of options to be made in contrary with the criteria recognized in stage 3 of description phase. The below diagram represents a common evaluation matrix which differentiates one option over other based on the measures set in stage 3 of description phase.

Objectives and related Measures of Performance	Option A	Option A	Option A	Option A
Objective 1, Measure 1				
Objective 2, Measure 3				
Objective 3, Measure 4				

One should complete the below things prior making any suggestions.

- (a) Verify whether the model used is correct representation of the system or not
- (b) Observe whether the model look to involve any bias or mistake assumptions or not.
- (c) Analyze each option or combination of options as per how well it satisfy the performance measures. Rating the options on a scale is a helpful guide.

3. Implementing the Change

In problems of a defined 'hard' nature, implementation will usually not be a problem. However, unless some consultation has been carried out with those who must make the change, there is likely to be some resistance and something could go wrong. Implementation is frequently a test of how much people involved in the change have participated in the design.

We are talking about one model here, the Hard Systems Model of Change, but this stage shout for more. One stage model must be mentioned here and that is the stage model of Kotter's Leading Change from 1996. it's a book which will be analyzed in a later blog. But what can be said here is that the book goes about eight steps of change and every step tells you something of the phase of the change process and what had to be done. Well, step two of Kotters model tells us to form a guiding coalition. That's something like a group of fans for your change. Important key stakeholders that will back you up when needed and that support the change. Another step of Kotters model is having a clear vision and constantly communicate that vision. Well, if you do both these steps, among others; having a guiding coalition and a clear communicated vision, then this stage 7 of the Hard Systems Model of Change will go more smooth. But, more on this will follow in other blogs.

Stage 7 - Three alternative strategies for implementation :

Pilot studies leading to eventual change: help sort out any problems before more extensive change is instituted. Parallel running: The new system (e.g. new computer system) is run alongside the old until confidence is gained that the new system is reliable and effective. Big bang: Maximises the speed of change, but can generate the greatest resistance to change. Carries a high risk of failure unless planned very carefully. This has a lot to do about the speed and way of implementing the change. Are we going for the smooth incremental change, the bumpy change or the radical almost revolutionary change? especially this paragraph will be handled in other blogs because other interesting writers wrote some great books about this matter and they will be analysed in future blog.

Stage 8 – Consolidating & Carry through

It is important that in all change situations that there should be continuing vigilance and there should be continuing support for those making the change. Two writers have to be mentioned here and they are Hayes (2010) and Kotter (1996), who both wrote about stage models of change and who

both end their stage models with interesting final steps. Hayes says that you have to sustain the change after implementation. Kotter call it anchoring the change. What also is important is that it must be done thoroughly. Don't call victory too soon or the change will not be settled. The change has the biggest part of possible success when it is something of "the way we do things around here", if it is part of normal work and integrated in the culture of the organization. And let me tell you one thing: Share point is so freaking cool and immense and big and complex and usable and what not, that having Sharepoint in your organization on the level of "it is how we do things around here" is not a trivial task.

5.3 SOFT SYSTEMS MODELS OF CHANGE

Q3. Write about soft systems models of change.

Ans :

Soft systems models for change can effectively address the issue of soft complexity inherent in the type of messy situations. One can understand how to manage change in situations of soft complexity from the following head,

Managing Change in Situations of Soft Complexity

Managing change in situations of hard complexity is less complex when compare to the situations of soft complexity. Managing change in soft complexity requires a different approach to planning and implementing change.

According to Ackoff(1993), there are three different types of things which can be done about problems i.e., they can be resolved, solved or dissolved. Resolving a problem involves selecting a coarse of action that provides a satisfactory outcome. According to Ackoff, people who use this approach are often managers who don't act like they are objective in their decision-making. Ackoff consider this approach as clinical approach to deal with messes and a metaphor that focuses on people under problematic situations who are willing to resolve the problem. However, the approach doesn't give a clear idea of how for the objectives of change have been met.

Unlike resolvers of problem, solvers of problem use different approaches to problems which rely heavily on research based scientific methods, tools and techniques. Ackoff consider this approach as 'research approach' to mess management. Often, this approach is used by management scientists and managers who are technology-oriented. It is similar to hard systems models of change as it focuses more on objective setting, quantitative methods of analysis and generation of options for change.

However, using clinical approach to mess management while addressing the lack of hard date, the approach is considered limited because its techniques are more applicable to mechanistic systems than to human behaviour. Thus, it can be said that both resolvers and solvers of problem with their approaches to change are found to be limited in planning and implementing change in unbounded soft situations characterized as masses.

The third approach suggested by Ackoff is based on the concept of dissolving problems. Dissolving a problem involves changing the nature and environment of entity in which it is embedded so that the problem is removed. Problem dissolvers don't sacrifice or optimize, they rather idealize as they aim to changing the system or its environment in such a manner that it comes closer to an ultimately required state in which the problem doesn't emerge. Ackoff considered this approach as 'design approach' where the problem dissolvers not only use the methods of problem resolvers and problem solvers, but are also ready to redesign the feature of larger system having problem. Therefore, they opt for dissolution of the problem in the wider containing system instead of searching for solutions in the contained parts. However, this approach is used by only few managers whose main objective is development rather than survival or growth.

Most of the change models linked with soft systems and situations imply a requirement for redesigning at several levels of the company. These include issues related to organizational strategy,

structure, process and individuals and groupings. This implies that the focus is not only on the content and control of change, but also on process by which change comes about. To design change in messy situations, it is necessary to focus on issues like problem ownership, role of communication and people's participation and commitment in the process of change.

Although hard systems models of change are important in few defined and agreed situations, they are inefficient to explain organizational masses and are limited in giving a model for planning and implementing change in these situation. Thus, there is a need for an approach to change which deal more effectively with soft complexity situations. To bring about long-term organization wide change, OD approach is considered to be more effective an it can bring the change which can dissolve problems rating than resolving or solving them.

Soft systems approaches to change not only focuses on the content and control of change but also the process by which change emerges. They require that the cultural and political aspects of organization should be taken into consideration just like the way the systems and structures are considered.

The change agents who are involved in facilitating change using these approaches should have negotiation skills and i influencing skills. As different individuals respond to their different perception of events, it is important for the change agents to understand the feelings and aspirations of people who are involved in change situation and also the group i processes that bind them together.

Usually, soft systems models of change are planned approaches to change. However, they also consider unexpected and surprising events. As the model of change is quite complex and involves 'changes within changes', both hard systems and soft systems models of change provide different ways of addressing the issues of complexity to improve the work and lives of the people who are working with :change and those assisting them.

5.4 ORGANIZATIONAL DEVELOPMENT

Q4. Explain in detail about organisational development.

Ans : (Sep.-20, Imp.)

Organization development is the process through which an organization improves its internal capacity to be the most effective. It can be in its mission work and to sustain itself over the long term.

Organization development is a set of activities which may be undertaken to increase organizational as well as human resource effectiveness. Many authors have defined organization development as follows :

Definitions of OD

According to Richard Beckhard - Organization development is an effort (i) planned (ii) organization wide (iii) managed from the top to (iv) increase organization effectiveness and health through (v) planned interventions in the organization's processes using behavioral science knowledge.

According to W.G. Bennis - Organization development is a response to change, a complex educational strategy intended to change to the beliefs, attitudes, values, and structure of organizations so that they can better adapt to new technologies, markets and changelings and the dizzying rage of change itself.

According to Warner Burk - Organization development is a planned process of change in an organizations culture through the utilization of behavioral science technologies, research and theory.

According to Cummings and Worley - Organization development is a systematic application of behavioral science knowledge to the planned development and reinforcement of organizational strategies, structures, and processes for improving on organization's effectiveness

According to Michael Beer - The aims of organization development are (i) to enhance congruence between organizational structure,

process, strategy, people, and culture (ii) to develop new and creative organizational solutions and (iii) to develop the organization's self renewing capacity.

According to Peter B. Vaill - Organization development is an organizational process for understanding and improving any and all substantive processes an organization may develop for performing any task pursuing any objectives.

Characteristics of OD

A number of special characteristics together distinguish OD from other approaches to managing and improving organizational functioning. Those characteristics are as follows:

- 1. OD is a Planned Strategy to Bring about Organizational Change :** OD programs are planned, not accidental - they represent a deliberate entry of either an OD consultant or OD activities into the client system.
- 2. OD always involves a Collaborative Approach to Change :** In OD the consultant seeks and maintains a collaborative relationship of relative equality with the organization members. Collaboration means "to labor together" - essentially it implies that consultant does not do all the work while the client system passively wants solutions to its problems; and it means that the client system does not do all the work while the consultant is a disinterested observer. In OD, consultant and clients collaborate.
- 3. OD Programs include an Emphasis on Ways to Improve and Enhance Performance :** OD programs and efforts are designed to produce organizational effectiveness and health, better system functioning, greater ability to achieve objectives and so forth.

The basic aims of OD are:

- Enhancing congruence between organizational structure, processes, strategy, people and culture;
- Developing new and creative organization's solutions; and
- Developing the organization's self-renewing capacity.

It is these self-renewal outcomes that seem particularly distinctive in organization development process.

4. **OD Relies on a Set of Humanistic Values about People and Organizations** : OD is a normative process grounded in value-laden assumptions of what constitutes ideal individual or organizational growth. 'Development' for the OD practitioner means the movement of individuals and organizations in certain directions consistent with democratic and humanistic values and ideals, such as autonomy, self-actualization and democracy. OD also aims at gaining more effective organization by opening up new opportunities for increased use of human potential.
5. **OD Represents a Systems Approach** : Although OD practitioners may focus on one or die other aspects or unit of an organization, there is an implicit recognition of the systemic nature of the organization. As a social system, an organization consists of different subsystems such as task, structural, technological and human, inter-linked by various processes. Hie organization as a whole also interacts with the external environment inducting the larger society and its smaller constituents. Any change is one part or process has implications for other parts or processes relevant to the system. Recognition of the systemic nature of organization gives the OD approach a methodological flexibility even while it maintains same ideological rigidity in terms of values.
6. **OD is based upon Scientific Approaches to Increase Organizational Effectiveness** : OD is an applied field in which theories, concepts and practices from sociology, psychology, social psychology, education, economics, psychiatry and management education are brought to bear on real organizational problems.

Principles of Organization Development

For successful implementation of organization development programs, some principles are expected to be followed. Success depends on the

following of these principles. These four principles of organization development (OD) are as follows :

1. Values-Based

Values-based key variables include.

- **Collaboration** : Builds collaborative relationships between the practitioners and the client while encouraging collaboration throughout the client system.
- **Self-awareness** : OD (Organization development) practitioners engage in personal and professional development through lifeline learning.

2. Systems Focused

Approaches communities and organizations as open systems: that is, acts with the knowledge that change in one area of a system always results tin changes in one areas of a system always results in changes in other areas; and change in one area cannot be sustained without supporting changes in other areas of the system.

3. Action Research

Continuously reexamines, reflects and integrated discoveries throughout the process of change in order to achieve desired outcomes. In this way, the client members are Involved both in doing their work, and in dialogue about their reflection and learning in order to apply them to achieve shared result.

4. Informed by Data

Involves proactive inquiry and assessment of the internal environment in order to discover and crate a compelling need for change and the achievement of a desired future state of the organization or community.

Objectives of Organization Development

As objectives of organization development are framed keeping in view specific situations, they vary from one situation to another, In other words, these programs are tailored to meet the requirements of particular situation.

But broadly speaking all organization development programs try to attain the objectives which are briefly discussed below:

1. To apply behavioral science theories

The first objective of organization development is to apply some behavioral science theories in the organization. By applying these theories organization development practices hope for development.

2. To improve organizational performance

Another objective of organization development is to improve the overall performance of organization. Thus organization can be established as one of the important institutions in human history.

3. To ensure proper use of individual efforts

Individual performance should be improved. This is possible by using individual efforts properly. Organization development ensures proper use of human efforts and commitment.

4. To create awareness

Organization development creates awareness among the people working in the enterprise. They feel the need for change in comparison with other organizations.

5. To encourage people to solve problems

Every organization has many problems and challenges. Organization development encourages people to solve these problems and face challenges at present and future.

6. To establish and maintain interpersonal relations

Organization development activities may be implemented with a view to establishing and at the same time maintains interpersonal relations among the people of the organization. This can insure continuous growth.

7. To create and maintain work environment

Working environment must be favorable in the organization. Organization development practitioner's to create favorable working environment and maintain the same for smooth functioning in future.

8. To increase knowledge and skills

Knowledge on latest methods and skills can streamline the growth of any organization. Organization development intends to increase the knowledge and skill levels through training.

9. To minimize resistance to change

In most of the cases, every change is resisted, it hampers goal achievement. Organization development helps minimize the resistance to change in a positive mood so that management becomes more alert.

Benefits of OD and Limitations of OD

Benefits of OD

Organization development is beneficial as it:

1. Provides opportunities for people to function as human beings rather than mere resources in the productive process.
2. Gives each member of the organization opportunities to develop to his full potential.
3. Seeks to make the organization more effective in meeting all its goals.
4. Tries to create an environment in which exciting and challenging work can be found.
5. Gives people in organizations the chance to influence how they relate to work, the organization, and the work environment.
6. Treats each human being as a person with a complex set of needs, all of which are important in his work and life.

Limitations of OD

Organization development is an important technique of introducing change but it has certain limitations also which are as follows:

1. OD is heavily based on the behavioral science concepts. Behavioral science has many limitations which are applicable to organization development also.
2. OD requires use of certain persons who can take initiative to bring about change. Complacent people cannot be helpful in implementing organization development.
3. OD cannot be applied without giving due consideration to the circumstances existing within the organization. The local circumstances may pose a problem in adapting to change.

5.5 THE OD PROCESS

Q5. What are the steps in OD process ?

Ans : (Sep.-20, Imp.)

There are different approaches to OD process but the typical process consists of following steps:

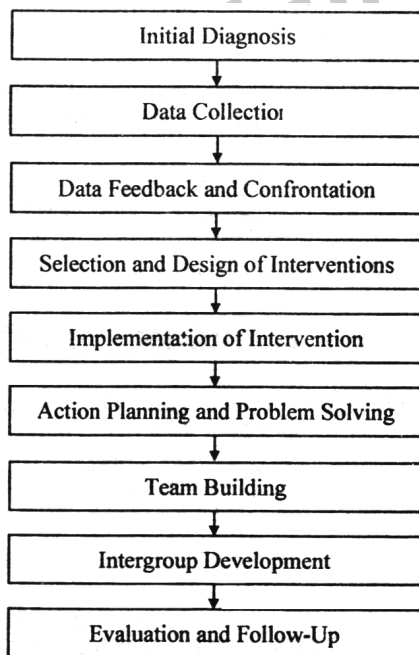


Fig. Organizational Development Process

Step 1 : Initial Diagnosis

If executives recognize that there are inadequacies within the organization which can be corrected by OD activities, it is necessary to find out the professional and competent people within the organization to plan and execute OD activities. If competent people are not available within the organization, the services of the outside consultant to help in diagnosing the problem and developing OD activities are to be taken. The consultants adopt various methods including interviews, questionnaires, direct observation, analysis of documents and reports for diagnosing the problem.

Step 2 : Data Collection

Survey method is used to collect the data and information for determining organizational climate and identifying the behavioral problems.

Step 3 : Data Feedback and Confrontation

Data collected are analyzed and reviewed by various work groups formed for this purpose in order to mediate in the areas of disagreement or confrontation of ideas or opinions and to establish priorities.

Step 4 : Selection and Design of Interventions

The interventions are planned activities that are introduced into the system to accomplish desired changes and improvements. At this stage, the suitable interventions are to be selected and designed.

Step 5 : Implementation of Intervention

The selected intervention should be implemented. Intervention may take the form of workshops, feedback of data to the participants, group discussions, written exercises, on-the-job activities, redesign of control system etc. They are to be implemented steadily as the process is not a 'one- shot, quick cure' for organizational malady, but it achieves real and lasting change in the attitudes and behavior of employees.

Step 6 : Action Planning and Problem Solving

Groups prepare recommendations and specific action planning to solve the specific and identified problems by using the data collected.

Step 7 : Team Building

The consultants encourage the employees throughout the process to form into groups and teams by explaining the advantages of the teams in the OD process, by arranging joint meetings with the managers, subordinates etc.

Step 8 : Intergroup Development

The consultants encourage the intergroup meetings, interaction etc., after the formation of groups/ teams.

Step 9 : Evaluation and Follow-up

The organization evaluates the OD programs, finds out their utility, and develops the programs further for correcting the deviations and/or improved results. The consultants help the organization in this respect. All the steps in the OD processes should be followed by the organization in order to derive full range of benefits by organizational development.

5.6 OD-An ACTION RESEARCH BASED MODEL OF CHANGE**Q6. Discuss about the OD-An Action Research based Model of Change.**

Ans :

Action Research Model of Organizational Development

French and Bell have defined action research as follows:

“Action research is the process of systematically collecting research data about an ongoing system relative to some objective, goal or need of that system, feeding these data back into the system, taking action by altering selected variables within the system based both on the data and on hypothesis, and evaluating the results of actions by collecting more data”.

The O.D. process can be conveniently presented in the form of action research model. O.D. emphasizes the process solving and trains the participants to identify and solve problems that are important to them. For this purpose, various steps of O.D.-problem identification and diagnosis, planning for change, interventions for change and evaluation of change are undertaken on continuous and cyclical basis. This cyclical process of using research to guide action, which generates new data as the basis for new actions, is known as action research. French and Bell have defined action research as follows :

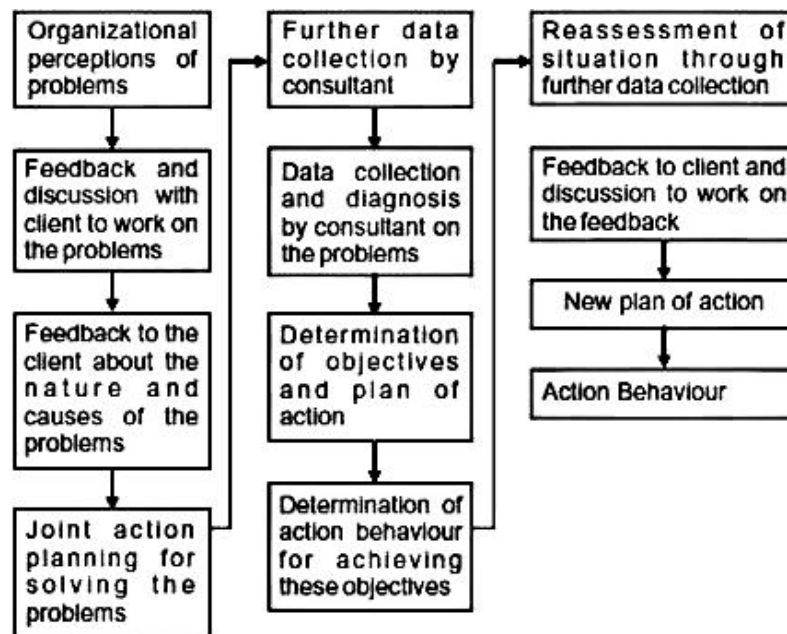


Fig. : Action Research Activities

"Action research is the process of systematically collecting research data about an ongoing system relating to some objective, goal, or need of that system; feeding these data back into the system; taking actions by altering selected variables within the system based on the data and on hypothesis; and evaluating the results of actions of actions by collecting more data".

Various activities involved in action research are presented in Fig. above.

Techniques of Organizational Development or Organizational Development Interventions

According to French and Bell, "Organizational development interventions are sets of structured activities in which selected organizational units (target groups or individuals) engage with a task or a sequence of tasks where the task goals are related directly or indirectly to organizational improvement. Interventions constitute the action thrust of organization development, they make things happen and are what is happening".

Several techniques have been included under the O.D. programme. The most popular among them are as explained below :

1. Sensitivity Training

Sensitivity training is also known as T-groups (T for training). This technique is based on the assumption that a manager's behaviour is not how he thinks, he behaves but how others view his behaviour. The basic objective of sensitivity training is to change the behaviour of the people through unstructured group interactions. With this training a person understands how his behaviour affects others and his reaction to the behaviour of others. T-groups have the following characteristic features :

- (i) Members (10 to 15 individuals) are brought together in a free and open environment, away for work places.

- (ii) No formal agenda is provided for the meeting.
- (iii) The participants discuss themselves freely aided by a facilitator. The role of facilitator is to c attention from time to time to the ongoing process within the group.

The procedure tends to develop introspection and self-examination, individual personality a

- (iv) group interaction, processes and relationship become the focus of discussion. The role of facilitator is to create an opportunity for the members to express their ideas, beliefs and attitude

In short, the basic objectives of the T-groups are to provide the participants with increased awareness of their own behaviour and how others perceive them, greater sensitivity to the behaviour or others and increased understanding of group process.

Benefits of T-groups

Sensitivity training represents a valuable psychological experience and a highly effective approach for improving of interpersonal relationships. It offers the following benefits :

- (i) People who are more open to feedback, learn more about themselves in several of the sessions and acquire increased self-awareness.
- (ii) It develop insights into how the participants react to others and how others react to them.
- (iii) It helps to understand group process and inter-personal group relations and how to many people through means other than power.
- (iv) It helps to assess one's values and goals as a result of the analysis of direct experiences. These sessions have helped aggressive individuals to become friendly, timid persons to become
- (v) more assertive and outwardly brusque managers to change their behaviors to exhibit on empathy.

Two studies one by Argyris and another by Sikes found support for the effectiveness of laboratory training in improving social sensitivity and effectiveness behaviour in groups.

Limitations of T-Groups

Critics point out that all the above positive effects are felt only during the training period. Aw

- (i) from the course, the individual find themselves with the same traits which they possessed before participating in the sensitivity sessions.
- (ii) The contribution of sensitivity training to individual and group performance is also questioned.
- (iii) All the benefits accrued from the experiences are so short lived so as to make the experience waste of time and money.
- (iv) It forces many individuals to undergo a personality-humiliating and anxiety provoke experience from which they might not recover.
- (v) It strips some people of defenses which they badly need and provides them with nothing replace these defenses.
- (vi) It encourages behavioural modes that are acceptable in the laboratory but unacceptable in organizational settings.
- (vii) It encourages and coerces individuals to reveal aspects about themselves that constitute invasion of privacy, thus harboring later resentment in participants.

To sum up, sensitivity training has both strong and weak points. It is essential for the management to take adequate steps to remove the deficiencies of sensitivity training. If used with care, it can be of great value in overcoming resistance and introducing change in the organization.

2. Grid Training and Development

Blake and Mouton's Managerial Grid is one of the most important approaches to the concept of O.D. The managerial grid, also known as the grid training aims at attaining much more than the development and growth of the individual managers. It is a technique which integrates

individual, team and organizational development. This model depicts two prevailing concerns found in all organizations-concern for productivity and concern for people. Some managers are high in concern for productivity but low in concern for people. Managerial Grid, helps the managers in evaluating their concern for people and productivity. It also stresses the importance of team-management leadership styles.

In grid O.D., the consultant uses questionnaires to determine the existing styles of managers, help them to re-examine their own styles and work towards maximum effectiveness. A grid O.D. programme has the following six stages :

Training : In the first stage, the managers learn about grid concepts and how they are applied,

- (i) Week long seminars. They assess their own managerial styles and work on improving such as team development, group problem solving and communication. After appropriate instruction these key managers will work to implement the grid programme throughout the organization.

Team Development : This is an extension of first stage. Members of the same department

- (ii) brought together to discuss how they are going to attain a 9, 9 position on the grid. In this start what was learned in the training stage is applied to the actual organizational situation.

Intergroup Development : Whereas the first two stages are aimed at managerial development this phase marks the beginning of overall organizational development. There is a shift from mi

- (iii) level of individual and group development to a macro level of group to group organization development. The main focus is on improving co-ordination and co-operation among groups. Intergroup tensions are dealt with openly and joint problem solving procedures adopted.

Organizational Goal Setting : In the manner of management by objectives, in this stage,

- (iv) participate contribute to and agree upon the important goals of the organization. A sense commitment and self-control is instilled in the participants as the managers and subordinate work together throughout the organization.

Goal Attainment : In the stage, the participants attempt to accomplish the goals which they

- (v) in the fourth stage. Each subunit examines how their activities should be carried out in order achieve excellence and they proceed to take whatever corrective actions are necessary.

Stabilization : In this stage, all the efforts from stage (i) to stage (v) are evaluated and critic

- (vi) analysis is made. The analysis will bring about the shortcomings that may be there. In this various programmes may be redesigned.

3. Process Consultation

According to Edgar Schein, "Process consultation includes a set of activities on the part of consultant which helps the client to perceive, understand and act upon process events which occur, in the client's environment".

Process consultation assumes that an organization's effectiveness depends upon how well its people relate to one another. Being not a member of the organization, the external consultant is in a better position to suggest remedies to the problems being faced by the organization by adequately diagnosing the same on the basis of better understanding of the external environmental factors affecting the organization. Major concern areas of process consultation are :

- Intergroup processes
- Group problem solving and decision making
- Communication

- Group norms and growth
- Functional roles of group members
- Leadership and authority.

The assumptions underlying the process consultation model are :

- i) Manager often need special diagnostic help in knowing what is wrong with the organization. Most managers have constant desire to increase organizational effectiveness, but they need h
 - ii) in deciding how to achieve it.
 - iii) Managers can be effective if they learn to diagnose their own strengths and weaknesses with exhaustive and time consuming study of the organization.
 - iv) reliable courses of action. He should, therefore, work jointly with the members of organizations. The client must learn to see the problem for himself, understand the problem and suggest
 - v) *Remedy*. The consultant should provide new and challenging alternatives for the client consider. However, the decision making authority on these alternatives about organization changes remain with the client.
- It is essential that the process consultant is an expert in diagnosing and establishing effect
- v) helping relationships with the client. Effective process consultation involves passing those ski to the client.

The various stages, suggested by Schein in the process consultation technique are explained as follows :

- ▶ **Initiate Contract** : This is where the client contracts the consultant with a problem that can be solved by normal organizational procedures or resources.
- ▶ **Define the Relationship** : In this step, the consultant and the client enter

into both a for (ii) contract, spelling out services, time and fees and a psychological contract. The latter explains t expectations of results on both the clients and consultant's sides.

- ▶ **Select a Setting and a Method** : This stage involves an understanding of how and where consultant will do the job that needs to be done.
- ▶ **Gather data and Make a Diagnosis** : Through a survey, using questionnaires, observations a (iv) interviews, the consultant makes a preliminary diagnosis. This data gathering occur simultaneously with the entire consultative process.
- ▶ **Intervene** : Agenda setting, feedback, coaching and/or structural interventions can be made the process consultation approach
- ▶ **Reduce Involvement and Terminate** : The consultant disengages from the client organization by mutual agreement but leaves the door open for future involvement.

This technique helps a lot in solving intergroup and interpersonal problems faced by the organization. Though help is taken from the external consultant, that help is indirect. Generally, the organizations help themselves.

The biggest drawback of this method is that the participant's involvement in the process is not that sharp and important and moreover a span of 2-3 years is required which needs lot of commitment and cost.

4. Team Development

Team development is a process diagnosing and improving the effectiveness of a work group with particular attention to work procedures and interpersonal relationships within it, especially the role of the leader in relation to other group members. A team building programme deals with

new problems on an ongoing basis. It is an effective technique by which members of a group diagnose how they work together and plan changes that will improve their effectiveness. The work group problems may be of two types :

- i) **Task Related Conflicts :** The task related conflicts can be streamlined by changing the ways things are done, by redirecting the resources to be utilized and by re-examining the work processes.
- ii) **Personality Conflicts :** The interpersonal relationships within the team can be improved by creating an environment which is open and trustworthy. In this atmosphere, members can freely communicate their feelings and thoughts, leadership evolves on the basis of respect and functional excellence and where conflicts are resolved on the basis of mutual understanding. As a technique of O.D., team building requires the help of a skilled consultant to increase the effectiveness of the group's tasks and maintenance roles. Feedback is another important component of team building which is provided by the consultant during or after the meeting to increase, the effectiveness of both the groups as well as the members.

There are three approaches to team development :

- i) The consultant will interview members of the team individually to know their feelings, attitudes and perceptions of team effectiveness. After that, the consultant will arrange a meeting of group away from the organization and provide them feedback data which will be discussed in detail. The set of priorities will be worked out and action plan will be formulated for resolving the problem.
- ii) In this approach, each team member will discuss with another member his perceived roles and also team feeling, so as to make more meaningful and productive contribution. This exercise will help in removing most of misunderstandings existing between team members and also ensure that

each team member accepts his role as well as the role of other team members.

- iii) The consultant will regularly attend the team meeting. He will observe how the team is accomplishing the group tasks and maintaining roles. Thus, he will concentrate on the process than the contents. After that he will suggest the steps to improve the effectiveness of the working of the groups.

Team building is both a time consuming and exhausting intervention technique, but very useful if managed skillfully.

5. Survey Feedback

Survey feedback is one of the most popular and widely used intervention techniques in the field of O.D. This approach was first developed at the institute of Social Research of University of Michigan. The main aim of this technique is to get teams in the organization to devise better processes for handling the issues facing them. Survey Feedback involves two basic activities :

- i) Collecting data about the organization through the use of surveys of questionnaires.
- ii) Conducting feedback meeting and workshops in which the data are presented to organizational members.

Using standardized questionnaires data are collected from organizational members about individual attitudes, organizational climate and the general health of the enterprise. The questionnaires are distributed to all the members of the organization, completed and returned to the change agent for tallying and analysis. These data are then fed back to the top management and other participating groups down through the hierarchy. During the final step of the process, organizational leaders conduct group meetings with the change agent, help in when the questionnaire results are discussed, problems are identified and corrective strategies are developed.

Survey feedback is useful in the following situations :

- i) It helps in bringing about changes in attitudes and perceptions of participants.
- ii) When used along with team building, the impact of survey feedback is more positive.
- iii) It is most effective in improving teams whose members already possess a high degree of conceptual skill and are dealing with long term issues. This approach is less useful with teams which are concerned essentially with day to day activities and short term results.

6. Third Party Peace Making

Third party peace making as the name suggests, focuses on the interventions by a third party to resolve the conflicting situations. It is aimed at the analysis of involved processes, diagnose the conflict's causes and with the assistance of a third party consultant resolves the conflict effectively. Richard Walton suggests that in third party peace making, the fundamental concept is that the consultant will make the two disagreeing parties to confront or to face up to the fact that a conflict does exist and it is impairing the effectiveness of both. The consultant will use the right intervention techniques for facilitating the significant issues involved in the conflict to surface. These techniques may be :

- i) Wisely choosing the place.
- ii) Selecting the proper environment.
- iii) Using effective intervention strategies.
- iv) Setting an appropriate agenda for the meeting.
- v) Helping the parties in conflict to own up to their problems and find solutions.

Where the issues involved in the conflict are of a substantive nature, the peace maker will concentrate on the parties engaging in problem solving through rational bargaining behaviors. On the other hand, if the conflict is emotional in nature, the consultant might have to work hard at restructuring the perceptions and facilitate understanding between the parties involved.

7. Role Playing

Role playing technique is used for human relations and leadership training. Its objective is very narrow i.e., to increase the trainee's skill in dealing with others. It can be used in human relations training and sales training because both these involve dealing with other. The steps involved in this method are as explained below :

- i) A conflict situation is artificially created and two or more trainers are assigned different roles to play. No dialogue is given before hand.
- ii) The role players are provided with either a written or oral description of the situation and the role they are to play.
- iii) After being given sufficient time to plan their action, they must act their parts spontaneously before the class.

Advantages : Role playing has a number of advantages such as :

- i) It provides an opportunity for developing human relations understanding and skills and to put into practice the knowledge they have acquired from textbooks, lectures, discussions etc.
- ii) It is learning by doing. The interview may be recorded to provide the trainees a chance to listen to their performance and note their strengths and weaknesses.
- iii) The knowledge of results is immediate because the trainees as well as the observers analyze the behaviour of the role players.

8. Structural Techniques

The O.D. techniques discussed till now are behaviorist in nature. In addition to these, there are structural approaches also as a part of the O.D. programme. These approaches may include the following:

- i) Change in the organization's formal structure

- ii) Job redesigning
- iii) Job enlargement
- v) Job enrichment
- v) Management by objectives
- vi) Training and career development
- vii) Modifications of the organizational culture.

Depending upon the circumstances, the organizations can use any of the above mentioned O.D. techniques for enhancing the opportunities for growth and development of individuals, groups and the organizational system itself. Organizations should also subscribe to certain values so as to make O.D. effective.

5.7 FACTORS FOR EFFECTIVE CHANGE

Q7. What are the Trends and Factors for Effective Change ?

Ans : (Imp.)

Trends in Business Organizations

In August 1999, A report was published by the Department of Trade and Industry (DTI) in the United Kingdom. The report enlisted some major trends that may affect lifestyles, industry and social cultures. This further affects the structure and strategies of organizations, how they are led, practices of employment, and the need to work with change. These trends are discussed as follows,

1. **Individuality** : A decrease in traditional family forms.
2. **Choice** : A rise in the choice of work, home and leisure.
3. **Creativity** : Increased emphasis on individuality and self - interest promotes personal creativity leading to formation of innovative society.
4. **Identity** : Increased 'Fluidity' in personal identities due to personal relations leisure, transient working arrangements, and increased mobility.
5. **Anxiety and Risk** : A society with no proper roots may lead to feeling of insecurity and is

considered as high - risk and threatening or challenging and exciting.

6. **Mobility** : A society where individuals keep moving from here and there for residence, work and personal relationships.
7. **Independence** : Individuals/society keeping distance from traditional rules and regulations may result in self-indulgence, self-centeredness and hedonistic psychologies.
8. **Bio - Technologies** : Technologies to control patterns of reproduction, genetic engineering technologies to improve health both psychological and physical.
9. **Globalization** : There is a rise in the international division of labour with greater global segregation between the underdeveloped and developed economies.
10. **Information and Communication Technologies (ICTs)** : Increased capabilities of ICTs has resulted in the decline of traditional forms of organization including commercial and voluntary organizations and large public sector.
11. **Socio-Economic Inequalities** : Increased differences in educational, cultural and material living standards.

Factors to be considered in Effective Change

At the micro -level of organization, Arnold et al (2005) provided features which influence the 'people aspect of changes and issues regarding how companies manage employees in the UK and other western countries. Some of the relevant factors which must be addressed are discussed as follows,

1. **Working Patterns** : People increasingly opting for part-time jobs, increased use of short- term contracts, many people doing multiple jobs, working from home etc.
2. **Structural Changes** : Removal of levels of management, decrease in number of people employed, increase in teamworks, individuals being pressurized to work harder and for longer durations.
3. **Work Force Skills** : The workers are required to learn new skills to meet

competitive environment and changing technologies.

4. **Workforce Characteristics :** Increased longevity and declining birth rates is resulting in the average age of people in work. Due to different patterns of immigration, there is an increase in diverse workforce in terms of values, ethnicity and gender.
5. **Pension Schemes :** Due to ageing population and people opting for multiple occupations and organizations, there is an increased pressure on occupational and employer -based pension schemes.

These changes have started appearing, but are cannot say how they will influence the future work and to what extent. Some of these have implications for organizational change.

5.7.1 Demographic Changes

Q8. Explain the demographic changes in UK.

Ans : (May-19, Imp.)

As far as predictions of total population increase is concerned, everyone is aware of the fact that Britain has an ageing population. According to the prediction of Kandola in 2001, there will soon be 40 % of the people over 50 years of age with only 5% in the age group of 15 -19. In 2003, cannon predicted that the proportion of the UK population 65 would increase from 15-23% by 2050. Although these changes are quite slow, it can be said that current profiles are more realistic with the increase in life expectancy and fall in fertility rates within western societies.

In this situation, the advertising companies have to change its focus from the design of 'wanted' instead of 'needed' goods and services. Entertainment and Leisure Industries are also required to change its focus from the under -35 s to those who are much older specially those who are 'time rich and cash rich'.

There is an increase in the demand for medical services and caring service occupations due to longer life expectancy and the costs of caring for the very old. There are chances of more development of ICIs in the activities of health care and welfare due to the increase in the number of very old people.

Interactive, audio -visual monitoring is increasingly being used to allow the elderly people to live independent lives. This forces the organizations to make changes to pension and savings because it is the young generations who will be supporting an increasing older populations. This may also result in changes to working futures for the individuals whose age is over 60 and even 65 where the legislative changes are being made to increase the adult's working lives.

Household Composition

The trend which is associated with these change is 'the increasing number of single person households'. This increase is specifically observed in younger middle age people who are not yet married or have any partner specially the women in the 15-44 age group and old widows. Since 1981, there is a decrease in the popularity of the institution of marriage in Britain. In 2005, The Government Actuary Development (GAD) predicted that this trend shall continue and by 2021, 36 % of women and 43 % of men will never have been married.

However, it doesn't mean that all of them live alone. England and Wales, the number of households are predicted to increase by 7 % between 2001 and 2014 and 14 % between 2001 and 2021. This increase in housing need has arised from the people living longer and it was predicted that single person households will increase by 2010.

Fever Births and Early Retirements

In UK, the average completed family size decreased from 2.45 children for women born in the mid -1930s to 1.74 children for women born after 1985. In 2003, there were around 3.34 persons of working age for every person of pensionable age. This ratio was predicted to be declined to 3.11 by 2010. These changes along with increasing focus on occupational and private pensions show that there will be a continuous increase in the trend towards early retirement.

There are many retired people who only have state pension to live and in contrast to this, there are many people who have a good capacity to spend he businesses of European countries should take into consideration how to adapt their products/ services to fulfill the needs and requirements of other individuals who have sufficient time and cash.

5.7.2 Changing Lifestyles

Q9. Explain Changing Lifestyles.

Ans : (May-19)

The changing lifestyles can be studied under the following heads,

1. Demand for Housing

There is an increased demand for housing due to increasing migration in Europe, greater frequency of divorce, longer life expectancy, split-ups among families etc. As there is a limitation on constructing buildings in country areas, new homes are built on 'brown sites' towns and cities resulting in urban regeneration. This will reverse the present decline in inner city life and business. An important part of this development is the provision of apartments for market and low-income single people.

2. Living Alone

The small and medium size businesses have more individualized requirement of people who live on their own. Due to fear of crime and demand for personal security system, there is an increased demand for interactive communication technologies and household security products like video surveillance systems.

3. Leisure and Sport

The lifestyle of single men and single women is quite different while men take interest in sport or other physical activity, women enjoy broad social networks and likely involve more in recreation, leisure education and culture activities. According to General Household Survey (2002), around 31 % of women and 41% of men are associated with some type of sports club where women are more likely to receive tuition.

This suggests the organizations to practise gender and minority groups-based market segmentation where market intelligence is becoming more concerned with there categories of consumers for the purpose of marketing and retailing.

4. Men and Women

Since last two decades, there has been changes in the roles of men and women with respect to employment, domestic and child responsibilities.

According to the working futures (2003 -2004) National report, " 2002 - 2012, the total level of employment in the UK labour market is expected to increase by almost 1.5 million jobs. The majority of additional jobs are projected to be performed by women the rise in the part time jobs alone almost account for the increase (Wilson et al, 2004).

Although gender roles tend to change due to more sharing domestic duties, it is important to avoid exaggeration in any shift in this direction. Due to 'serial' personal relationships, the household responsibilities will continue to be a burden on working - class women and men will still be avoiding their domestic obligations. It is the women who have to look after the longer -living elderly relatives and not the men.

Thus, the organizations are required to provide flexible working especially to women.

5. Other Parts of the World

These trends are quite opposite to those in Non- European countries where people still expect marriage with children and it is considered appropriate form of household and where families look after their elderly people. People in some countries don't live more then 70 years or over. According to Parker (1998), World Bank Statistics show that there is an increase in the number of men and women aged between 15 and 64 years of age by 100% over the years from 1965 to 1995. In 1995, the total number was 2.5 billion, among which only 380 million stayed in high-income countries.

According to Daniels and Rade bough (2001), " Demographers are nearly unanimous in projecting that populations will grow much faster in emerging economies then in industrial countries, at least upto the year 2030".

5.7.3 Occupational Changes

Q10. Discuss Occupational Changes.

Ans : (May-19)

There has been several changes that are taking place in employment patterns. The statistics for specific occupations indicate that the expanding occupational groups are professional occupations (eg., Teaching, Science and Healthcare), caring

service occupations and corporate managers. However, there is a declining demand for occupations such as elementary clerical occupations and skilled trades related to plant and machinery etc. This calls for the need for significant number of workers to be replaced and the generation of additional jobs. Thus, it is important for organization to focus on training and retraining.

These changes have an impact on employment practices and education and training systems of an organization. This in turn leads to change in government policies and the focus on the trade unions.

1. Changing Employment Policies and Practices

Organizations are facing a great challenge of workforce diversity. Workforce diversity relates to how organizations are becoming heterogeneous in terms of race, gender, and ethnicity. It is challenging for an organization to respond to globalization, manage workforce diversity and improve productivity and quality to achieve success of business in future.

Wilson et al (2004) projected that the women will have largest number of jobs in the technical occupations, associate professional and personal service occupations. However, they are expected to lose elementary occupations, administrative clerical and secretarial jobs. Men are expected to lose about 500,000 jobs in the occupations of skilled trade. Thus, it is expected that employment of female will increase by about four times as much as the increase in male employment taken over all occupations.

It is a high time for organizations to change its employment practices. According to Kandola, there is a lots of talent in the market and the organizations will not be able to utilize this talent pool if it favours only white men in the upper and middle management roles and ignores women and people from ethnic minority groups who are skillful and highly qualified. If the employees and managers want to meet the demand for knowledge workers and start operating learning organizations, then they are required to change their employment policies and practices. This will attract and retain women and employers from minority groups.

Another challenge to today's businesses is the Recruitment in specific sectors of work. The other challenges include skills shortages, no scope for progress in organizations the competitive market and attracting the right people.

2. Changing Pattern of Employment

Today, the patterns of employment and types of work relationship are becoming more and more diverse. This indicates that the needs of employees and businesses are changing and there is a changing demand from workers for diverse employment patterns. There is a growth in full - time, part -time and self - employment which resulted in number of people working in manual occupations are becoming more self-employed. Self-employment in managerial and professional workers is increasing and few rural are emphasizing on doing their own business.

According to Lexus Nexis, The employers and employees are seeking for flexible ways working which have resulted in the use of part-time work, temporary and fixed- term appointments and annualized hours contracts. Moreover, employers are opting for external sources such as contractors, agency staff and freelance workers to fulfill the temporary needs or special requirements.

3. Flexible Working

A report by the Department of Trade and Industry (2005) on working flexibility' refer to employee's rights to request a change in working hours, a change to the times when they are required to work or work from home. This includes compressed houses, annualized houses, home working, flextime, job-sharing, term-time working, shift working etc. The report also highlights that most of the employees are aware of the right to request flexible working.

Flexible working is not only advantageous to employers, it is also advantageous to employees specially women who carryout domestic duties such as care of children and elderly dependents. Many employees and women are work from home as it to have work-life balance. However, the disadvantage of flexible working is that it do not always attract good pay rates and even if the pay is good, the opportunities for career advancement are variable.

In providing flexible working, the employers find it difficult to meet the requirement of employees while meeting the customer needs on a 24/7 basis.

4. An Entrepreneurial Economy

Today, there is an increasing competition on the world and a growing disparity in the entrepreneurial business activity. People are increasingly starting their own businesses mainly because the organizations are failing to respond to,

- (a) The expectations of increasingly educated work forces who are mostly persons and work is their main life interest.
- (b) Couples who want to balance work and home
- (c) Individuals and groups who desire to have a totally different focus to their work.

According to Scase (1999), the self-employed people will increase in the catering and leisure, media and entertainment industries, hotel and in the financial service sector. Similarly, there are several examples of individuals setting up their own business practices in the architecture, design, caring services and small-scale production.

Self-employment has its implications on governments, education and training institutions, government etc. All these businesses may be required to adapt and change to support an entrepreneurial culture. To meet market requirements and to survive in the competitive environment, small businesses have to plan, find effective ways of structuring, decide what kind of leadership they want to have, and become aware of the market environment. Most of the small organizations are required to adopt and change as per the changing economic, political, social and technological environments. For entrepreneurs, the national and local government policies are the most significant forms of support.

5.7.4 Operating Virtually

Q11. Write about Operating Virtually.

Ans : (May-19)

Organizations are increasingly focussing on the workers who have adequate knowledge and innovative capabilities in an increasingly global economy. According to an article by Ridderstrale (2000), Today organizations are opting for new structures with the increasing requirement for creative thinking and knowledge. A study carried out by McKinsey suggests that around 20 % of the output of the world is subjected to global competition. The forecast shows that this percentage will increase to 80 % in 30 years. Ridderstrale says that "It is in Bangalore, India where 140,000 IT engineers are challenging the hegemony of the west".

Silicon valley is considered as the home to several telecommunication companies, immigrants. In this valley, the employment of women and people below 35 years of age are more than employment of these groups in traditional US companies.

Hierarchical management structures would be less in future. There are various stages of development by which businesses pass from domestic stage to international stage and finally the global stage. Unlike the compliance in the past, the HR management are required to nurture skills, creativity and innovation in work forces. Today one cannot lead the work force by way of control and command. Managers are required to have skills to plan and coordinate 'associates' who are working in various parts of the world.

Research is being made on effectiveness of working virtually. This indicates that the concepts of 'virtual teams' and 'virtual organization' are increasing. Many examples relate to a network of persons who are combined by advanced technologies. Thus, organizations are rapidly opting for a dispersed workforce which uses the technology to link workers and their function, thereby altering the nature of work.

According to Scase (1999), "Organizations of the future will be heavily dependent on information management. Supply chains will be characterized by the cooperative relations between companies through strategic alliances, joint ventures

and partnership” Smaller premises will be needed as the employees will not work at the organization. This way the organizations can save their costs.

The Changing Psychological Contract

With all the changes in organizational functioning , there has also been change in the psychological contract between employees and employers. According to CIPD, the Psychological contract, offers a valid and helpful framework for thinking about the employment relationship against the background of a changing labour market” According to Arnold et al (2005), the term psychological contract is considered useful in describing responses of people to be changing context of careers. It also helps to identify changes in expectations of employment and organization.

The organizations are concerned about the main issue of future which is the level of management with respect to commitment, fairness involvement, recognition and trust that employers and employees of future will have with each other.

According to Miles et al (2000), several modern companies today have realized that top - line growth is the best way to increase earnings and innovation is the best route to top -line growth. The message of miles is that the knowledge is the key asset in the currently emerging era of continuous innovation. Miles et al say that “innovation cannot be managed hierarchically because it depends on knowledge being offered voluntarily rather than on command”.

The future organizations not only need knowledge but also the transfer and generation of knowledge which in turn needs social interaction and exchange between members of organizations. Miles et al argue that collaboration acts as a key to innovation They have also suggested that the future organizations will go beyond the matrix, divisional, functional, and network structures and will adopt alliances, divisional, functional, and network structures and will adopt alliances, spin - offs and federations i.e it will be operating more in virtual structures.

A Paradox

There are few people who are becoming more independent, individualistic, hedonistic

communicating by way of ICTs and with more choice in relation to their lifestyle. This attitude to work and life is supported by the increase in non-standard working which is often insecure and which doesn't cause organizational commitment. The business ‘Philosophers’ academics and managers on the other hand are arguing for more network, organic and virtual organizations which need workers to adopt collaborative behaviour and attitude so that innovation can happen.

Although the focus is laid on encouraging employees to work in network, organic, and virtual forms of organizations, several large organizations are still following hierarchical principles of structure and accountability. In these type of organizations, the skills required by managers are not those which comply with the principles of empowering subordinate levels of staff. Even if the empowering abilities are developed, they are not likely to be acknowledged or rewarded.

An article by Scherin (1999) highlights the concepts of learning organization and organization learning along with ‘generative’ or ‘double - loop learning’. It also shows how these concepts require the employees to develop new concepts, new thinking skills and point of views. This change increases the capacity of individuals to deal with situations in new ways and form a basis for developing new skills.

When compared to single -loop learning where individuals socialize into specific attitudes, double -loop learning needs collaboration, change in assumptions and values regarding how the world operates and what is appropriate and what is inappropriate. However. Schein feels that asking individuals to learn to think and behave in these kinds of ways is like requiring them to put themselves through transformational culture change. He continued that ‘But paradoxically, when we speak of culture change’ in organizations we are typically demanding levels of cognitive redefinition that can probably only be achieved by some version of coercive persuasion’ This is mainly due to the fact that these individuals are being asked to disconfirm what they have though is appropriate, what they have been used to doing for much of their organizational life.

5.7.5 The Multiple Path to Change

Q12. Discuss in detail multiple paths to change.

Ans :

(May-19)

There are many researches and articles which suggest that there are several ways of understanding and managing change.

According to the work of Dunphy and Stace (1993) and Strebel (1996), the different change contexts need different change practices and policies. The contingency approaches assume that it is possible to plan the change. However, Quinn's (1980) and Wilson's (1992) suggests that change often comes in the ways which are often unexpected. Further, even if one specific path is selected, many influences may emerge to deflect both its end points and ways to get there.

The issue of planned change doesn't include the issue of whether change must move incrementally or should occur through more appropriate transformational means. It all depends on how the world is viewed i.e whether unpredictable, or reasonably predictable. In other words, whether the world is viewed from the modernist, sophisticated modernist or post - modernist view of change.

From the modernist view, the change is viewed as incremental, continuously developing, evolutionary, following a linear path and worked out as per a known recipe about what must be the change and how. Therefore, modernists believe in change models on the basis of simple cause and effect. i.e if the appropriate levels are taken up with respect to desired outcomes, those outcomes must surely follow.

From the modernist view, the change is viewed as periodic, transformational, revolutionary, following a circular path and is considered as the one where the end point can change whenever the change process unfolds. Therefore, this view identifies that the world doesn't remain same for long and the need for an approach to change may create change in response to emerging strategy.

Kirkbride et al best described the post modernist view of change as the post-modern world can be observed as one characterized by chaos and randomness, by lack of uncertainty, by a plethora of competing voices and views by complex temporalities and where companies are not able to produce recipes for coping up with the unstable environment.

All these views of change are actually true if an analysis is made on few of today's organizations. For example, A modernist view of change is more suitable in the limited and constrained situations and it may be loosely associated to the hard systems model of change. This indicates transition instead of transformation and planned instead of emerging change.

The sophisticated modernist view of world is more congruent to the OD model of change and post modernist view of change is not much associated to any recognizable model of change. However, it points towards an organization model which is flexible, organic, niche market -oriented where jobs are highly multi- skilled, de -demarcated, de- differentiated in a context of employment relationships on the basis of networking and subcontracting.

The following table shows the multiple paths to change,

Future considerations		Implications for Organizations	
1	Changing Lifestyles	(i)	Issues related to transport, housing, IT and Environment
		(ii)	Increased expectations of health systems in curing illness and making contributions to longer lives.
2	Operating Virtually	(i)	24 - hour 'opening', the impact of working around countries
		(ii)	Increasing employee's mobility.
3	Occupational Changes	(i)	In Developing countries, moves away from Agrarian economies and manufacturing towards a Knowledge economy in western countries.
4	Demographic Change	(i)	Changes in women's expectations and members of minority groups in the organizations.
		(ii)	In developing countries, steps are taken to improve birth survival rates and increased longevity of life. In western societies, there is a shift of service and product to fulfil the requirement of adults 50+.
5	Changing policies and practices of employment	(i)	Changing nature of the psychological contract, social and corporate responsibility and rising demand for flexible working.

5.8 DEVELOPING LEADERSHIP SKILLS

Q13. Discuss about developing leadership skills in organisation.

Ans :

(Imp.)

Leadership development refers to any activity that enhances the capability of an individual to assume leadership roles and responsibilities. Examples include degree programs in management, executive education, seminars and workshops, and even internships. These types of learning opportunities focus on developing knowledge, skills, self-awareness, and abilities needed to lead effectively.

Just as not all people are born with the ability or desire to play soccer like Zinedine Zidane or sing like Luciano Pavarotti, not all people are born with the ability to lead. Personal traits and behavioral dispositions can help or hinder a person's leadership effectiveness. While these are difficult to change, leadership is a set of behaviors and practices that can be learned through effort and experience.

Cognitive Capacities	Dispositional Attributes	Motives/ Values	Social Capacities	Problem Solving Skills	Expertise & Knowledge
- General Intelligence - Cognitive Complexity - Creativity	- Adaptability - Extroversion - Risk propensity - Openness	- Need for Socialized Power - Need for achievement - Motivation to lead	- Social intelligence - Emotional intelligence - Persuasion and negotiation skills	- Meta-cognition - Problem construction - Solution Generation - Self Regulation Skills	- Expertise and knowledge in specific areas

Leadership traits: Leadership traits can be broken down into 6 categories: Cognitive Capacities, Dispositional Attributes, Motives/Values, Social Capacities, Problem Solving Skills, Expertise & Knowledge.

Successful leadership development is the result of three things:

1. Individual learner characteristics, including willingness and ability to learn
2. The quality and nature of the leadership development program, including its structure and content
3. Opportunities to practice new skills and receive performance feedback

Methods of Leadership Development

Leader development takes place through multiple mechanisms: formal instruction, developmental job assignments, 360-degree feedback, executive coaching, and self-directed learning. These approaches may occur independently but are more effective in combination.

1. Formal Training

Organizations often offer formal training programs to their leaders. Traditional styles provide leaders with required knowledge and skills in a particular area using coursework, practice, “overlearning” with rehearsals, and feedback (Kozlowski, 1998). This traditional lecture-based classroom training is useful; however, its limitations include the question of a leader’s ability to transfer the information from a training environment to a work setting.

2. Developmental Job Assignment

Following formal training, organizations can assign leaders to developmental jobs that target the newly acquired skills. A job that is developmental is one in which leaders learn, undergo personal change, and gain leadership skills resulting from the roles, responsibilities, and tasks involved in that job. Developmental job assignments are one of the most effective forms of leader development. A “stretch” or developmental assignment challenges leaders’ new skills and pushes them out of their comfort zone to operate in a more complex environment, one that involves new elements, problems, and dilemmas to resolve.

3. 360-Degree Feedback

The 360-degree feedback approach is a necessary component of leader development that allows leaders to maximize learning opportunities from their current assignment. It systematically

provides leaders with perceptions of their performance from a full circle of viewpoints, including subordinates, peers, superiors, and the leader’s own self- assessment. With information coming from so many different sources, the messages may be contradictory and difficult to interpret. However, when several different sources concur on a similar perspective, whether a strength or weakness, the clarity of the message increases. For this mechanism to be effective, the leader must accept feedback and be open and willing to make changes. Coaching is an effective way to facilitate 360-degree feedback and help effect change using open discussion.

4. Coaching

Leadership coaching focuses on enhancing the leader’s effectiveness, along with the effectiveness of the team and organization. It involves an intense, one-on-one relationship aimed at imparting important lessons through assessment, challenge, and support. Although the goal of coaching is sometimes to correct a fault, it is used more and more to help already successful leaders move to the next level of increased responsibilities and new and complex challenges. Coaching aims to move leaders toward measurable goals that contribute to individual and organizational growth.

5. Self-directed Learning

Using self-directed learning, individual leaders teach themselves new skills by selecting areas for development, choosing learning avenues, and identifying resources. This type of development is a self-paced process that aims not only to acquire new skills but also to gain a broader perspective on leadership responsibilities and what it takes to succeed as a leader.

6. Leadership Development Models

McCauley, Van Velsor, and Ruderman (2010) described a two-part model for developing leaders. The first part identifies three elements that combine to make developmental experiences stronger: assessment, challenge, and support. Assessment lets leaders know where they stand in areas of strengths, current performance level, and developmental needs. Challenging experiences are ones that stretch leaders’ ability to work outside of their comfort zone, develop new skills and abilities, and provide

important opportunities to learn. Support—which comes in the form of bosses, co-workers, friends, family, coaches, and mentors—enables leaders to handle the struggle of developing.

The second part of the leader-development model illustrates that the development process involves a variety of developmental experiences and the ability to learn from them. These experiences and the ability to learn also have an impact on each other: leaders with a high ability to learn from experience will seek out developmental experiences, and through these experiences leaders increase their ability to learn.

The leader-development process is rooted in a particular leadership context, which includes elements such as age, culture, economic conditions, population gender, organizational purpose and mission, and business strategy. This environment molds the leader development process. Along with assessment, challenge and support, leadership contexts are important aspects of the leader-development model.

General Electric Model of Leadership Development

Another well-known model of leadership development is used by the General Electric Corporation. Managers with high potential are identified early in their careers. Their development is monitored and planned to include a variety of job placements to develop skills and experience, a rigorous performance-evaluation process, and formal training programs at the corporate leadership center in Crotonville, New York. For top managers, the CEO leads some of the training; the CEO also reviews performance evaluations for high-potential managers during site visits to the various subsidiary divisions.

Development of Leadership Skills Through Leadership Training Programs

In today's competitive environment coupled with several new challenges from external environment calls for high level of skills and competencies in managers. The more need for leadership competencies increase, the more will be the development of new techniques.

It is possible to develop leadership competencies in several ways i.e formal training, self-help activities and developmental activities. Usually, companies conduct formal training programs to improve leadership. These programmes are developed to improve generic skills and behaviors which are important for managerial effectiveness and advancement. According to Rothwell and Kazanas(1994), Training program focuses more on skills required by managers and is provided to lower and middle level managers than for top management.

Some Leadership training programs may last only a few hours and the emphasis is on few specific skills, while others may last for a year or more and the focus is on a wide range of skills. Several training programs are developed by considering the application of a specific leadership theory such as contingency theory, normative decision model, situational leadership model, transformational leadership, and managerial motivation.

Reviews of research suggest that the training programs conducted based on these models can improve managerial effectiveness. However, it is observed that some studies have not analyzed whether improved effectiveness is the result of actually applying the theory or not.

Conditions for Effective Training

The formal training programs can be effective based on how well they are designed. The following are the important conditions for successful training.

1. Clear Learning Objectives

Learning objectives is all about skills, behaviors, or knowledge which a trainee is required to learn from the program. It is essential to design specific learning objectives as this helps, in clarifying the training purpose and its importance for trainees. It not only specifies what will be learned but also entails how valuable is training for participants.

2. Clear, Meaningful Context

The context being used for training must be meaningful and clear. Trainee's prior knowledge should be taken into account and focus must be laid on important things. Relevant and concrete examples must be given and key points should be highlighted to ensure Memorization and Comprehension of material.

3. Proper Sequencing of Context

It is important to organize and give sequence to training activities so that learning can take place in an effective way. Training should progress in such a way that it should first discuss about simple ideas and then complex ideas. It is preferable to break down complex material into modules/components which can be learned separately in an easier manner.

4. Proper Mix of Training Method

The selected training method should consider the current skill level of trainee, motivation and capacity to remember and comprehend complex information. The choice of training method should be appropriate for the skills, knowledge and attitudes to be learned.

5. Opportunity for Active Practice

Trainees should be made to practice the skills to be learned i.e they should practice behavior, apply principles in doing a task and recall information from memory. Practice should not only during training sessions but also in the job situation.

6. Relevant and Timely Feedback

The trainee should be given the appropriate feedback which should be timely, accurate and constructive. If the trainee is not using an appropriate mental model, feedback may be of no value and cannot help him/her to develop a better one. Learning can be made effective by showing the trainee how to seek and use relevant feedback about their strategy for doing a task.

7. Improvement of Trainee's Self-Confidence

The instructional processes must improve self-efficacy of trainee. It is the responsibility of trainer to clearly communicate expectations of success and should support trainees who find difficulty in learning. Sufficient opportunities must be provided to trainees to progress and they should be encouraged whenever necessary to boost their confidence.

8. Proper Follow-up Activities

It is not possible to effectively learn in a short training course with limited opportunities for

feedback and practice. Such skills can be learned and improved by appropriate follow-up activities. One approach is to conduct a follow - up session after the training program to review how trainee is progressing, discuss successes and problems and give additional support and coaching. Other follow - up - activities include short refresher courses and periodic coaching sessions with trainees.

5.8.1 Special Techniques for Leadership Training

Q14. What are the special techniques for leadership training ?

Ans :

There are several methods used for successful leadership training. Some of them include demonstrations, video-tapes, lectures, interactive computer tutorials procedural manuals and equipment simulators etc. While business games, videotapes, cases and exercises are used to learn administrative and conceptual skills, interpersonal skills are learned by way of lectures, role playing, case discussions, group exercises etc. The three important techniques are,

1. Behavior Role Modeling

Behavior role modeling combines two older methods (i.e role playing and demonstration) to improve interpersonal skills. It involves a small group of trainees who observe a person showing how to manage a specific interpersonal problem (e.g, provide coaching and provide corrective feedback.) A short video tape is often used to show effective behaviors. At times, positive and negative behaviors are modeled to show the difference. Generally, trainers explain the learning points before modeling the demonstration after which trainers observe them in the video. To apply these learning points, the trainees are required to participate in role play. The whole class can see the role plays. The trainee can then receive feedback from the trainer, other trainees who observed the role play or videotape of behavior in the role play the trainee can develop action plans to implement the behavior in the job situation. For further improvement, trainees can privately consult the trainer and obtain encouragement and guidance.

According to Burke and Day (1986), Behavior role modeling is one of the effective training method for managers. However, the method seems in effective for reaching flexible adaptive behaviors/cognitive knowledge.

2. Case Discussion

Cases are nothing but description of events in an organization. In training courses, different types of cases are used in different ways to develop management skills. To practice decision-making and analytical skills, long cases related to the strategy and financial performance of organization are used. A detailed description of a business situation is analyzed by trainee and they use quantitative decision techniques and management principles to determine how to deal with it. Discussion of cases takes place in a class as a whole and it increases the participation of trainees. The trainees report back on their recommendations and findings which are then assessed and compared to what was actually performed by the organization.

Case discussion helps a trainee to better understand what situations do the managers encounter and how do they deal with it. Cases are usually in written form but now a days dramatized video cases are used. Trainees can also increase their understanding about effective managerial behavior using cases discussion. Trainees get a chance to accurately analyze the actions of managers to identify the appropriate and inappropriate behavior. However, there is limited research on the effectiveness of using cases for leadership training.

6. Business Games and Simulations

Business games are simulations that train the employees by real business situations. Organizations have been using business games and simulations for management training. Business games attempt to portray the way an industry, organization or an organizational unit functions. However, they are real but are based on the rules and principles derived from theory and research. In this method, trainees are provided with real business situations and are asked to make decisions as what to do. Then, they

are given feedback about the impact of their decisions and asked to make alternate decisions. This process continues until a specified situation is reached. Business games can also be used to review the information presented in different forms. A quiz show format will also be beneficial. This method can also be used when the trainees are in large numbers.

In simulations, the participants are allowed to work on the problems faced by the real organizations. The participants thereby acting as the organizational leaders determine solutions to the problems through the information they obtain in the form of computerized packet along with other information of the company like organization chart, the financial position of the company and the important problems faced by the organization.

5.8.2 Conditions Facilitating Learning from Experience

Q15. What are the conditions Facilitating Learning from Experience ?

Ans :

Skills which are required for successful leadership are learned from experience instead of formal training programs. Particular tasks will give a chance to enhance and improve leadership skills at the time of performance of regular job duties. With the help of coaching and mentoring, manager can explain their experiences and learn new skills. Managers follow the efficient behaviors modeled by capable bosses. Managers will and also learn what not to do from unsuccessful superiors.

The level to which leadership skills and values are enhanced in operational assignments are based on the kind of experiences provided by these assignments. Relations among the special kinds of job experiences and the development of leadership have been studied by researchers at centre for creative leadership. A recent research by mumford and his partners analyzed the relation among the experience and leadership development skills for officers in the U.S army. The study on learning from experience specified that it is influenced by the amount of challenge, various tasks or assignments and quality of feedback.

Obstacles Impede Learning

The obstacles which impede learning are as follows,

1. Amount of Challenge

A challenging situation is one which contains unexpected difficulties to resolve, risky decisions to make and complex obstacles to overcome. A study at CCL has found that there were a high challenges in jobs which need manager to control change, affect individuals without authority, control external pressure, take responsibility for high-visibility problems and perform without taking advice or encouragement of superiors. Few instances of challenging conditions are, cope up with a merger or reorganization implementing change, turning around a weak organizational unit, control a cross-functional team or task force, creating a transition to various kinds of managerial position and managing in a country with a diverse culture. These conditions need managers to obtain new data, create new relations, consider a problem in a new way, learn new skills, attempt new behaviors and enhance a good understanding of themselves. At CCL, researchers in order to measure the amount and kinds of challenge in managerial position or assignment, has introduced an instrument known as 'Developmental challenge profile'.

It is important for leadership development to experience success in controlling complex challenges. In the process, managers will learn new competencies and obtain self-confidence. Learning from experience includes both success and failure. Study at CCL also notice that the managers who have undergone difficulty and unsuccessful in their career were probable to enhance and develop them to a high level compared to managers who undergone only a series of past successes. Kinds of painful experiences noticed as important for enhancement which involved mistakes in controlling major individual personal strain, unsuccessful in business decisions and career setbacks. Although, undergoing failure does not mean it is

beneficial learning and change until an individual adopts some responsibility for it, accept personal limitations and find methods to overcome them. In additions, when there is more difficulty and challenge, then there is a necessity to have encouragement and coaching in order to help individuals from giving up and leaving from the condition prior to development takes place.

2. Various Tasks or Assignments

Learning and development are high when job experiences are different and challenging. Managers are needed for different job experiences in order to adjust to new situations and cope up with new kinds of difficulties. Frequent success in controlling one kind of difficulty strengthens the propensity of an individual to understand and control new difficulties in the similar manager, even though diverse method is efficient. Hence, past experience with a huge range of problems which need various behavior and skills of leadership will help the managers. Few methods to give different job challenges consists of creating particular developmental assignments, revolving managers among positions in diverse functional subunits of the firm creating foreign as well as domestic assignments and giving assignments in staff as well as line positions.

3. Relevant Feedback

Much learning takes place in operational assignments when individuals obtain exact feedback regarding their behavior and its results and utilize this feedback to evaluate their experiences and learn from them. Unfortunately, effective feedback regarding the behavior of manager is rarely given within operational assignments and although when available it does not lead to learning. In any management job, the active pace and continuous requirements will make self-analysis and thoughtfulness complex. The level to which an individual is ready to obtain feedback is based on few similar characteristics which are relevant to managerial success. Individuals who are uncertain and defensive will have a tendency to ignore or evade data

regarding their weaknesses. Individuals who assume that many activities are fixed through unmanageable external factors are less probable to take up responsibility for unsuccess or to consider feedback as a method to enhance their achievement-oriented managers are probable to be successful early in their career but these characteristics might also obstruct with learning how to adjust to changing situations.

The barriers to learning from experience are strong at high levels of management. Executives will have a tendency to be unique from all but less individuals with whom they frequently communicate in the firm and mostly these individuals are other executives who are also unique. Success in obtaining such a high position of power and prestige will have tendency to provide executives self-confidence regarding their style of management. This confidence might develop a feeling of superiority which creates executive to discontent or disregard criticism from others who failed. However as executives become strong individuals become unwilling to risk upsetting them by offering criticism.

Q16. Discuss in detail about various developmental activities or programs.

Ans :

An organization can use several activities to facilitate learning of relevant skills from experience on the job. Some of these developmental activities include,

1. Multi - source feedback
2. Developmental assessment centers
3. Developmental assignments
4. Job Rotation programs
5. Action learning
6. Mentoring
7. Executive coaching and
8. Personal growth programs.

1. Multi - Source Feedback

Multi -Source Feedback is considered as a popular method for management

development and it is also known as 'multi-rates feedback' or '360 - degree feedback'. The main aim of using multi - source feedback is to evaluate the strengths and developmental need of individual managers.

In a feedback program, the people such as subordinates, superiors, peers and clients fill the standardized questionnaires regarding the skills or behavior of manager. These will be accuracy in feedback if it used only for developmental purposes and is not a part of the formal performance appraisal process.

Multi-source feedback can help a manager to identify his/her strengths and weaknesses and the manager is not required to share it with boss or discuss it with raters as it is used only for development purpose.

2. Developmental Assessment Centers

Developmental assessment centers make use of more comprehensive set of measures and more intensive measurement procedures to recognize strengths and weaknesses, increase self-understanding and evaluate developmental needs. In this approach, the information relating to the behavior of manager is collected from people who regularly interact with manager and from observation of the manager in exercises and simulations. Besides this, manager's motives, prior experience, skills, personality traits, aspirations and interests are also considered. All this information, helps the manager know his/her weaknesses and develop a better - self understanding. Thus, leading to the change in behavior. Participants are also provided with the counselling regarding the career options and developmental needs.

These developmental assessment centres can be more effective when followed by relevant activities of training and development.

3. Developmental Assignments

Sometimes, developmental assignments may be given to managers concurrently with regular job responsibilities. These special assignments can be used to develop managerial skills in the current job. Some

examples of such assignments include managing a new project, conducting a training program, serving as the development representative on a cross - functional team, Assuming responsibility for administrative activities etc.

At times, the manager is required to a take temporary leave from regular job to carry out developmental assignment. For example, serving in a visiting assignment to another organization or serving as a staff member for an effective leader in other unit of organization. There will be no effectiveness in developmental assignment when bias and discrimination are wide spread in the organization.

4. Action Learning

Action learning plays a very important role in learning organizations as it involves creativity, problem solving and improving interpersonal skills. In the action learning programs, the leaders and the prospective leaders work in groups for solving their organizational problems. These programs help the individuals to work collaborately with new set of persons and thereby improve their interpersonal skills.

5. Mentoring

One more means to improve ability of leadership is to be coached/trained by an experienced, well-known knowledgeable leader termed as "mentor".

Mentor is an experienced person who improves protege's abilities through coaching, guidance, tutoring and emotional support. Usually, 'mentor' can be a staff professional or co-worker is a trusted counsellor and a guide. Further, there exists an emotional relationship, the protege is also called as 'apprentice' and the mentor.

Mentors improve the careers of proteges in different ways like recommending them for promotion and assisting them to create valuable contracts. Mentor involvement at a greater degree is to guide the apprentice for how he/she can handle some assignment of leadership.

Inspite of number of advantages of mentoring for the development of leadership skills, LeVine, the CEO of Dale Carnegie and Associates states that designing or introducing yourself as a 'business leader' is a common mistake committed by an individual causing the winding-up of the situation as it becomes an inferior imitation of your role model. This inferior imitation led to the decline of one's own strengths/capabilities.

6. Personal Growth Programs

Personal growth programs aims for developing the leaders by connecting them to their personal dreams and talents and taking actions for fulfilling them. The inner desires and dreams help an individual to become a leader. These programs helps in developing and growing the individuals so that they can bring about important changes in the organizations.

7. Job Rotation Programs

In Job Rotation programs, usually work is assigned to managers in different functional subunits of the organization. The changing of job takes place for developmental reasons and not as a promotion decision. Individual skills and deficiencies are not taken into consideration while assigning the work and similar tasks are assigned to every participant. Several number of developmental opportunities are provided in job rotation programs. While working in different subunits, managers get the chance to learn about the

unique processes and problems and the interdependencies among various parts of the organization. Job rotation also allows the managers to develop a large network of contacts in different parts of the organization.

8. Executive Coaching

Executive coaching involves a leader or high - level executive who receives coaching for leadership development. Usually, the external or internal consultant is the person who provides executive coaching. The external coach has great experience, more confidentiality and greater objectivity and the internal coach provides the advantages such as knowledge of culture and politics, core competencies better understanding of the strategic challenges, easy availability etc.

The main aim of executive coaching is to facilitate learning of relevant skills. The advice is given to the executive regarding how to handle particular challenges such as implementing a change, working with people from a different culture or dealing with a difficult boss. The various advantages of executive coaching include convenience, flexibility, confidentiality and more personal attention. High cost is one of the main disadvantages of executive coaching and another limitation is shortage of competent coaches.

Rahul Publications

Short Question and Answers

1. Change in Three Phases

Ans :

1. Description Phase

Description phase explains and identify the situation, knowing what it contains and set the goals for the change. This phase involves three stages. They are, ,

Stage 1: Situation summary

Stage 2: Identify objectives and constraints

Stage 3: Identify performance measures.

2. Options Phase

Options phase creates options for change, choose the suitable option and think regarding what might be done. This phase involves three stages. They are,

Stage 4 : Generate options

Stage 5 : Edit options and detail selected options

Stage 6 : Evaluate options against measures.

3. Implementation Phase

Implementation phase puts possible plans into practice and control the outcomes. Implementation phase involves two stages. They are,

Stage 7 : Develop implementation Strategies.

In this stage, choose preferred options and then plan how to implement.

Stage 8 : Implement the planned changes

In this stage, include all concerned, assign responsibilities and monitor progress.

I) Description phase of HSMC

The description phase of HSMC involves three stages. They are,

Stage 1 : Situation summary

Stage 2 : Identify objectives and constraints

Stage 3 : Identify performance measures.

2. Soft Systems models of change.

Ans :

Soft systems models for change can effectively address the issue of soft complexity inherent in the type of messy situations. One can understand how to manage change in situations of soft complexity from the following head,

Managing Change in Situations of Soft Complexity

Managing change in situations of hard complexity is less complex when compare to the situations of soft complexity. Managing change in soft complexity requires a different approach to planning and implementing change.

According to Ackoff(1993), there are three different types of things which can be done about problems i.e., they can be resolved, solved or dissolved. Resolving a problem involves selecting a course of action that provides a satisfactory outcome. According to Ackoff, people who use this approach are often managers who don't act like they are objective in their decision-making. Ackoff consider this approach as clinical approach to deal with messes and a metaphor that focuses on people under problematic situations who are willing to resolve the problem. However, the approach doesn't give a clear idea of how for the objectives of change have been met.

3. Organisational development

Ans :

Organization development is the process through which an organization improves its internal capacity to be the most effective. It can be in its mission work and to sustain itself over the long term.

Organization development is a set of activities which may be undertaken to increase organizational

as well as human resource effectiveness. Many authors have defined organization development as follows :

Definitions of OD

According to Richard Beckhard - Organization development is an effort (i) planned (ii) organization wide (iii) managed from the top to (iv) increase organization effectiveness and health through (v) planned interventions in the organization's processes using behavioral science knowledge.

According to W.G. Bennis - Organization development is a response to change, a complex educational strategy intended to change to the beliefs, attitudes, values, and structure of organizations so that they can better adapt to new technologies, markets and changelings and the dizzying rage of change itself.

According to Warner Burk - Organization development is a planned process of change in an organizations culture through the utilization of behavioral science technologies, research and theory.

4. Benefits of OD

Ans :

Organization development is beneficial as it :

1. Provides opportunities for people to function as human beings rather than mere resources in the productive process.
2. Gives each member of the organization opportunities to develop to his full potential.
3. Seeks to make the organization more effective in meeting all its goals.
4. Tries to create an environment in which exciting and challenging work can be found.
5. Gives people in organizations the chance to influence how they relate to work, the organization, and the work environment.
6. Treats each human being as a person with a complex set of needs, all of which are important in his work and life.

5. Limitations of OD

Ans :

Organization development is an important technique of introducing change but it has certain limitations also which are as follows:

1. OD is heavily based on the behavioral science concepts. Behavioral science has many limitations which are applicable to organization development also.
2. OD requires use of certain persons who can take initiative to bring about change. Complacent people cannot be helpful in implementing organization development.
3. OD cannot be applied without giving due consideration to the circumstances existing within the organization. The local circumstances may pose a problem in adapting to change.

6. Sensitivity Training

Ans :

Sensitivity training is also known as T-groups (T for training). This technique is based on the assumption that a manager's behaviour is not how he thinks, he behaves but how others view his behaviour. The basic objective of sensitivity training is to change the behaviour of the people through unstructured group interactions. With this training a person understands how his behaviour affects others and his reaction to the behaviour of others. T-groups have the following characteristic features :

- (i) Members (10 to 15 individuals) are brought together in a free and open environment, away for work places.
- (ii) No formal agenda is provided for the meeting.
- (iii) The participants discuss themselves freely aided by a facilitator. The role of facilitator is to c attention from time to

time to the ongoing process within the group.

The procedure tends to develop introspection and self-examination, individual personality a

- (iv) group interaction, processes and relationship become the focus of discussion. The role of facilitator is to create an opportunity for the members to express their ideas, beliefs and attitude

In short, the basic objectives of the T-groups are to provide the participants with increased awareness of their own behaviour and how others perceive them, greater sensitivity to the behaviour or others and increased understanding of group process.

7. Third Party Peace Making

Ans :

Third party peace making as the name suggests, focuses on the interventions by a third party to resolve the conflicting situations. It is aimed at the analysis of involved processes, diagnose the conflict's causes and with the assistance of a third party consultant resolves the conflict effectively.

Richard Walton suggests that in third party peace making, the fundamental concept is that the consultant will make the two disagreeing parties to confront or to face up to the fact that a conflict does exist and it is impairing the effectiveness of both. The consultant will use the right intervention techniques for facilitating the significant issues involved in the conflict to surface. These techniques may be :

- i) Wisely choosing the place.
- ii) Selecting the proper environment.
- iii) Using effective intervention strategies.
- iv) Setting an appropriate agenda for the meeting.
- v) Helping the parties in conflict to own up to their problems and find solutions.

8. Executive Coaching

Ans :

Executive coaching involves a leader or high - level executive who receives coaching for leadership development. Usually, the external or internal consultant is the person who provides executive coaching. The external coach has great experience, more confidentiality and greater objectivity and the internal coach provides the advantages such as knowledge of culture and politics, core competencies better understanding of the strategic challenges, easy availability etc.

The main aim of executive coaching is to facilitate learning of relevant skills. The advice is given to the executive regarding how to handle particular challenges such as implementing a change, working with people from a different culture or dealing with a difficult boss. The various advantages of executive coaching include convenience, flexibility, confidentiality and more personal attention. High cost is one of the main disadvantages of executive coaching and another limitation is shortage of competent coaches.

Internal Assessment (Mid Examinations)

The pattern of Mid Exams or Continuous Internal Evaluation (CIE) prescribed by the JNTU-H as per the Regulations 2019 (R19) for all the semesters is as follows,

- There would be two Mid Exams or Continuous Internal Evaluation (CIE) for each semester,
 - The **Ist Mid Term Examinations** would be conducted during the Middle of the Semester.
 - The **IInd Mid Term Examinations** during the last week of instructions.
- The Mid Exam I and II would have the same pattern of question paper which would carry **25 Marks** each and the time duration for conducting each Mid exam would be 120 min.
- The pattern of Mid Exam Question Paper would consist of two parts i.e., **Part-A** and **Part-B**.
 - **Part-A** consist of 5 compulsory questions each carries 2 marks (i.e $5 \times 2 = 10$ marks).
 - **Part-B** consist of 5 questions out of which 3 questions should be answered, each question carries 5 marks (i.e $5 \times 3 = 15$ marks).
- The average of the two Mid exams will be added with the 75 marks of External end examination which equals to 100 marks (i.e $25 + 75 = 100$).

UNIT - I

Part - A

1. Leadership (Refer Unit-I, SQA-1)
2. Functions of Leader (Refer Unit-I, SQA-2)
3. Characteristics of an Effective Leader (Refer Unit-I, SQA-3)
4. Trait Approach to leadership. (Refer Unit-I, SQA-5)
5. Style Approach to Leadership (Refer Unit-I, SQA-6)
6. Ohio State Leadership Study. (Refer Unit-I, SQA-7)

Part - B

1. Define Leadership ? What are the features and importance of leadership ? (Refer Unit-I, Q.No. 1)
2. Enumerate the Role and Functions of a Leader. (Refer Unit-I, Q.No. 2)
3. What are the Characteristics of an Effective Leader ? (Refer Unit-I, Q.No. 4)
4. Discuss about Leadership as a Process. (Refer Unit-I, Q.No. 5)
5. Define power. Discuss about types of powers and sources/ bases of types of powers. (Refer Unit-I, Q.No. 8)
6. Write a note on Leadership and Coercion. (Refer Unit-I, Q.No. 9)

7. Define Leadership and Management. What are the differences similarities and differences between leadership and management ? (Refer Unit-I, Q.No. 10)

UNIT - II**Part - A**

1. Contingency Theory (Refer Unit-II, SQA-1)
2. The path-Goal Theory (Refer Unit-II, SQA-2)
3. Charismatic of Leadership. (Refer Unit-II, SQA-5)
4. Delegation (Refer Unit-II, SQA-8)
5. Servant Leadership (Refer Unit-II, SQA-9)
6. Team Leadership (Refer Unit-II, SQA-10)

Part - B

1. Explain about the Fred Fiedler's Contingency Model. (Refer Unit-II, Q.No. 2)
2. Explain about the The path-Goal Theory. (Refer Unit-II, Q.No. 3)
3. Explain about the Hersey Blanchard Situational leadership theory. (Refer Unit-II, Q.No. 4)
4. Discuss about the Charismatic Leadership. (Refer Unit-II, Q.No. 7)
5. What is coaching? How does coaching empower? Discuss the important behaviours for effective coaching. (Refer Unit-II, Q.No. 9)
6. Define Servant Leadership. Explain the concept of Servant Leadership. (Refer Unit-II, Q.No. 13)
7. What is Leadership Ethics? and Explain the concept of leadership ethics. (Refer Unit-II, Q.No. 16)
8. Write about Heifetz's and Burn's perspectives on ethical leadership. (Refer Unit-II, Q.No. 19)

UNIT - III**Part - A**

1. Nature / Features of Organisational Change (Refer Unit-III, SQA-1)
2. Dunphy and Stace's scale of change. (Refer Unit-III, SQA-2)
3. Reactive Change (Refer Unit-III, SQA-5)
4. Predicting change. (Refer Unit-III, SQA-6)
5. Adaptation Perspective. (Refer Unit-III, SQA-11)

Part - B

1. Explain Dunphy and Stace's scale of change. (Refer Unit-III, Q.No. 4)
2. What are the various of Sources of Change? (Refer Unit-III, Q.No. 5)

3. Discuss about Environmental Triggers of Change. (Refer Unit-III, Q.No. 6)
4. Discuss the triggers for change from the technological environment. (Refer Unit-III, Q.No. 7)
5. Explain the model of Organizational Responses to Change. (Refer Unit-III, Q.No. 11)

UNIT - IV**Part - A**

1. Organizational Structure. (Refer Unit-IV, SQA-1)
2. Bureaucratic Structure (Refer Unit-IV, SQA-2)
3. Organisational Culture. (Refer Unit-IV, SQA-4)
4. Faces of Power (Refer Unit-IV, SQA-5)
5. Role of Leadership in Times of Change. (Refer Unit-IV, SQA-6)

Part - B

1. Define the Organizational Structure and its characteristics. (Refer Unit-IV, Q.No. 1)
2. What are the different models of structure? (Refer Unit-IV, Q.No. 2)
3. Discuss about the Organizational Structure and Change. (Refer Unit-IV, Q.No. 4)
4. What is organizational culture? Explain the levels of organizational culture. (Refer Unit-IV, Q.No. 7)
5. Discuss the role of management and leadership in change. (Refer Unit-IV, Q.No. 17)

UNIT - V**Part - A**

1. Soft Systems models of change. (Refer Unit-V, SQA-2)
2. Organisational development (Refer Unit-V, SQA-3)
3. Benefits of OD (Refer Unit-V, SQA-4)
4. Third Party Peace Making (Refer Unit-V, SQA-7)
5. Executive Coaching (Refer Unit-V, SQA-8)

Part - B

1. Explain in detail about organisational development. (Refer Unit-V, Q.No. 4)
2. What are the steps in OD process ? (Refer Unit-V, Q.No. 5)
3. Discuss about the OD-An Action Research based Model of Change. (Refer Unit-V, Q.No. 6)
4. What are the Trends and Factors for Effective Change ? (Refer Unit-V, Q.No. 7)
5. Explain the demographic changes in UK. (Refer Unit-V, Q.No. 8)
6. Discuss in detail multiple paths to change. (Refer Unit-V, Q.No. 12)
7. Discuss in detail about various developmental activities or programs. (Refer Unit-V, Q.No. 16)

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

M.B.A IV Semester Examination, September - 2020

R17

LEADERSHIP AND CHANGE MANAGEMENT

Time : 2 Hours]

[Max. Marks : 75

Note : Answer any five questions

ANSWERS

1. Discuss the characteristics of an effective Leader. (Unit - I, Q.No.4)
2. Explain about Transformational Leadership with suitable examples. (Unit - II, Q.No.5)
3. Discuss the nature of organizational change. (Unit - III, Q.No.2)
4. Discuss different dimensions of organizational culture. (Unit - IV, Q.No.9)
5. Discuss Organizational Development (OD). Explain OD process in detail. (Unit - V, Q.No.4,5)
6. Discuss various factors responsible for effective change. (Unit - III, Q.No.1)
7. Why do you think Team Leadership is important in organizations ? Explain (Unit - II, Q.No.14,15)
8. Write short notes on
 - (a) Leadership Styles (Unit - II, Q.No.5,6,7)
 - (b) Servant Leadership (Unit - II, Q.No.13)

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**M.B.A IV Semester Examination, December - 2019****LEADERSHIP AND CHANGE MANAGEMENT****R17**

Time : 3 Hours]

[Max. Marks : 75

PART - A (5 × 5 = 25 Marks)**(Short Answer Questions)****Note :** This question paper contains two parts A and B.

Part A is compulsory which carries 25 marks. Answers all questions in Part A.

Part B consists of 5 Units. Answer any one full question from each unit.

Each question carries 10 marks and may have a, b, c as sub questions.

ANSWERS

1. (a) Enumerate the functions of leader. (Unit - I, Q.No. 2)
- (b) Write a short on leadership empowerment. (Unit - II, SQA. 6)
- (c) Mention the triggers for organizational change. (Unit - III, Q.No. 6)
- (d) Define organizational culture and explain the dimensions of organizational culture. (Unit - IV, SQA. 4, Q.No.9)
- (e) Explain the process of leading and managing change.

Ans :

1. Understand people concern for change.
2. Provide training to the people.
3. Collect information concerning new processes.
4. Create a team to manage and impact change.

PART - B (5 × 10 = 50 Marks)**(Essay Type Questions)**

2. How do you define leadership as a process of influence ? What are its various features ? (Unit - I, Q.No. 1, 5)

(OR)

3. Outline the contributions of the Ohio state and the university of Michigan studies. (Unit - I, Q.No. 15)

Ans :

Michigan Leadership Studies is a behavioral Leadership Theory that indicates the Institute for Social Research at the University of Michigan conducted empirical studies to identify styles of leader behavior that results in higher performance and satisfaction of a group.

The studies identified two distinct styles of leadership;

(i) Job-centered Leadership

Managers using job-centered leader behavior pay close attention to subordinates' work, explain work procedures and are keenly interested in performance.

(ii) Employee-centered Leadership

Managers using employee-centered leader behavior are interested in developing a cohesive workgroup and ensuring that employees are satisfied with their jobs. The Michigan Leadership Studies found that both the styles of leadership led to an increase in production, but it was slightly more in case of production of job-centered style.

Evaluation of Michigan Leadership

The value of Michigan Leadership Studies lies in the analysis of two leadership styles—task and employee-oriented styles. Instead of restricting to traits of leaders, they concentrated on the behavior of leaders.

- i) The Michigan Leadership Studies failed to suggest whether leader behavior is a cause or effect. They did not clarify whether the employee-centered leadership makes the group productive or whether the highly productive group induces the leader to be employee-centered.
 - ii) The Michigan Leadership Studies did not consider the nature of the subordinates' tasks or their characteristics. Group characteristics and other situational variables were also ignored.
 - iii) The behavioral styles suggested by Michigan Leadership Studies have been termed as static. A leader is supposed to follow either of the two styles, viz., task orientation and employee orientation. But in practice, a practical style may succeed in one situation and fail in another.
4. Explain servant leadership with an example and what are roles and responsibilities of team leader. (Unit - II, Q.No. 13, 14)

(OR)

5. Write a short note on,
- (a) Transformation leadership (Unit - II, Q.No. 5)
 - (b) Transactional leadership style. (Unit - II, Q.No. 6)
6. Discuss the various elements to be taken into consideration while initiating a major changes programme in an organization. (Unit - III, Q.No. 6,7,8,9)

(OR)

7. What is planned and unplanned change ? How do you manage unplanned change.

Ans :**(i) Planned Change**

Planned change refers to a change which is taken up mainly to enhance the current operating conditions of the firm. Planned change is under the control of the firm. Planned change is intentional and is not threatening. The expenses incurred for implementing planned change is pre-planned and low compared to unplanned change.

Planned changes may be categorized into two - planned internal changes and planned external changes. Change in products or services, change in administrative system, change in size and structure of the organization comes under planned internal changes. On the other hand, introduction of new technology and development in information processing and communication comes under planned external changes.

(ii) Unplanned Change

Unplanned change refers to the change implemented unintentionally due to uncontrollable drives. Unplanned change is not under the control of the firm. The expenses relating to implementation of unplanned change are found to be high than compared to planned change.

Unplanned changes can be categorized into two - unplanned internal changes and unplanned external changes. Change in employee demographics comes under unplanned internal changes. Where as, change in government regulation and external competition comes under unplanned external changes.

Managing Unplanned Change

In order to manage unplanned change, the following things have to be done,

1. Bring coordination between all the employees of the organization to implement unplanned change.
 2. Communicate clearly the importance of implementing unplanned change to all the employees of the organization.
 3. Provide necessary training to all the employees of the organization for implementing unplanned change.
8. Explain various steps in management change.

Ans :

The various steps involved in the change management process are as follows,

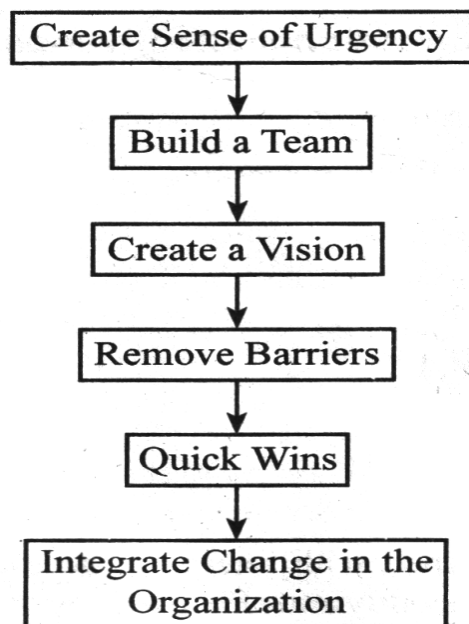


Fig. : Steps Involved in Change Management Process

1. Create Sense of Urgency

The first step in change management process is creating a sense of urgency. Creating a change which will benefit the organization to a great extent. The change must include all the possible aspects which results in effective growth of the organization and its employees. A change becomes successful only if the whole organization accepts change and contributes towards implementation of change.

2. Build a Team

The second step in change management is to build a team. After the change is accepted by the whole organization, you need to build a team to carryout the change and assign various roles to the team member for effective execution of the change.

3. Create a Vision

The third step in change management process is to create a vision. Vision explain employees the importance or need for change. Vision must be created and communicated to the employees to ensure success in change management process.

4. Remove Barriers

The fourth step in change management process is to remove barriers. For the smooth implementation of change, barriers should be removed at the earliest. Resistance to change by employees is the main barrier in the process of change management. Employees must be communicated regarding the importance of change to overcome the barriers to change.

5. Quick Wins

The fifth step in change management process is Quick wins. Quick wins are the best way to inspire employees to work hard towards implementing change. Quick wins provide employee satisfaction and provide benefits to both employees and the organization.

6. Integrate Change in the Organization

Integrating the change is the last step in change management process. To carryout change effectively in an organization various procedures and techniques are adopted.

(OR)

9. Discuss the different models of organizational structures.

(Unit - IV, Q.No. 2)

10. Explain various approaches to organizational effectiveness.

Ans :

The various approaches to organizational effectiveness are,

1. Internal Process Approach
2. System Resource Approach
3. Strategic Constituencies Approach and
4. Goal Approach.

1. Internal Process Approach

The internal processes approach is concerned with internal processes of a organization. This approach emphasizes on carrying out business operations smoothly and effectively by the integration of organization and its employees. According to internal process approach, a business organization when it is able to maintain employee satisfaction by reducing their stress

2. System Resource Approach

System resource approach is concerned with measurement of organizational effectiveness based on the degree to which an organization can acquire resources. For instance, According to systems resource approach business organization capable of maintaining sufficient amount of raw materials to avoid shortage of raw material across the year is said to be an effective organization.

3. Strategic Constituencies Approach

The strategic constituencies approach emphasizes on people holding shares in the business organization. For instance, According to strategic constituencies approach a business organization is capable of meeting needs and expectations of its stake-holders is said to be an effective organization.

4. Goal Approach

In goals approach the organizations effectiveness is measured based on the extent to which an organization is capable of meeting its goals. For instance, According to goal approach if a company has a goal to make its company MNC and it is successful in achieving such goal, then it is said to be an effective organization/company.

(OR)

11. What is organizational change ? Explain the factors determinants of influencing organizational change.

(Unit - III, Q.No. 1)

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

M.B.A IV Semester Examination, April / May - 2019

LEADERSHIP AND CHANGE MANAGEMENT

R17

Time : 3 Hours]

[Max. Marks : 75

PART - A (5 × 5 = 25 Marks)

(Short Answer Questions)

Note : This question paper contains two parts A and B.

Part A is compulsory which carries 25 marks. Answers all questions in Part A.

Part B consists of 5 Units. Answer any one full question from each unit.

Each question carries 10 marks and may have a, b, c as sub questions.

ANSWERS

1. (a) Discuss briefly about leadership behaviour (Unit - I, Q.No. 7)
- (b) Explain about team leadership. (Unit - II, SQA. 10)
- (c) What is meant by changing faces of change ? (Unit - III, Q.No. 17)
- (d) How should the leadership be in times of changes ? (Unit - IV, SQA. 6)
- (e) Explain about organizational development. (Unit - V, SQA. 3)

PART - B (5 × 10 = 50 Marks)

(Essay Type Questions)

2. What are the complexities of leadership ? Explain with suitable cases. (Unit - I, Q.No. 6)
- (OR)
3. Discuss about Ohio State leadership study. (Unit - I, Q.No. 15)
4. Explain Hersey-Balanchard situational leadership theory. (Unit - II, Q.No. 4)
- (OR)
5. (a) Explain about leadership and empowerment. (Unit - II, Q.No. 8)
- (b) What is leadership ethics ? (Unit - II, Q.No. 16)
6. Explain about the sources of change and also the environmental triggers of change. (Unit - III, Q.No. 5,6)
- (OR)
7. Discuss about the resources dependence perspective and the institutional perspective on change. (Unit - III, Q.No. 22)
8. What are the sources of organizational culture ? Explain dimensions of organizational culture. (Unit - IV, Q.No. 7,9)

(OR)

9. (a) Explain the link between politics, power and conflict. (Unit - IV, Q.No. 13)
 (b) Discuss the role of Management and leadership in change. (Unit - IV, Q.No. 17)
10. Compare and contrast the hard system model of change and the soft system models of change.

Ans :

S.No.	Criteria	Hard System Model of Change	Soft System Model of Change
1.	Definition of Organization	According to HSMC, "An organization is a stable formal structure that takes resources from environment and processes them to produce outputs".	As per SSMC, "An organization is a collection of rights, privileges, obligations and responsibilities that are delicately balanced over time through conflict and conflict resolution".
2.	Focus	Hard system model of change focuses on "Problems" that involve Goals, strategy, structure, management, systems and procedures, financial resources etc.	Soft system model of change focuses on "Messies" that involve values, attitudes, powers, politics, leadership style, conflicts, beliefs etc.
3.	Aim	HSMC aims at solving the problems.	SSMC aims at appreciating and improving the problems.
4.	Role of Analyst	Analyst is not involved in the situation.	Analyst is involved in the situation.
5.	Reason for Evolution	HSMC was evolved to fulfill the requirement of advanced engineering and industrial systems.	SSMC was evolved to deal with the difficulties in using hard systems.
6.	Control Mechanisms	The control mechanisms are clear in HSMC.	In SSMC, there are different perspectives on control mechanisms.
7.	View	It gives a unitary or individual view of organization.	It gives a combined or conflict view of organization.
8.	Suitability	It is suitable in situations of hard complexity where human related aspects are not considered much.	It is suitable in situations of soft complexity where human related aspects are emphasized more. ,
9.	Power	Power is clear and known to work.	Power is unclear and unknown to work.

(OR)

11. Explain the factors for effective change with suitable case. (Unit - V, Q.No. 8,9,10,11,12)

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

M.B.A II - Year IV - Semester Examination

R19

MODEL PAPER - I

LEADERSHIP AND CHANGE MANAGEMENT

Time : 3 Hours]

[Max. Marks : 75

PART - A (5 × 5 = 25 Marks)

(Short Answer Questions)

ANSWERS

1. (a) Leadership (Unit-I, SQA.1)
- (b) Contingency Theory (Unit-II, SQA.1)
- (c) Predicting change (Unit-III, SQA.6)
- (d) Organizational Structure (Unit-IV, SQA.1)
- (e) Change in Three Phases (Unit-V, SQA.1)

PART - B (5 × 10 = 50 Marks)

(Essay Type Questions)

2. (a) What are the Characteristics of an Effective Leader ? (Unit-I, Q.No. 4)
- (OR)
- (b) Discuss about Trait Approach to leadership. (Unit-I, Q.No. 11)
3. (a) Explain about the path-Goal Theory. (Unit-II, Q.No. 3)
- (OR)
- (b) What is Leadership Ethics? and explain the concept of leadership ethics. (Unit-II, Q.No. 16)
4. (a) Explain the Nature of Organisational Change. and its major types of changes. (Unit-III, Q.No. 2)
- (OR)
- (b) What are the various of Sources of Change? (Unit-III, Q.No. 5)
5. (a) Define the Organizational Structure and its characteristics. (Unit-IV, Q.No. 1)
- (OR)
- (b) What are the different models of structure? (Unit-IV, Q.No. 2)
6. (a) What are the Systematic Approach to Change ? (Unit-V, Q.No. 1)
- (OR)
- (b) Explain in detail Hard Systems Model of Change (HSMC). (Unit-V, Q.No. 2)

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

M.B.A II - Year IV - Semester Examination

R19

MODEL PAPER - II

LEADERSHIP AND CHANGE MANAGEMENT

Time : 3 Hours]

[Max. Marks : 75

PART - A (5 × 5 = 25 Marks)

(Short Answer Questions)

ANSWERS

- | | | |
|----|---|-------------------|
| 1. | (a) Style Approach to Leadership | (Unit-I, SQA.6) |
| | (b) The path-Goal Theory | (Unit-II, SQA.2) |
| | (c) Typical life cycle pattern proposed by Clarke | (Unit-III, SQA.7) |
| | (d) Bureaucratic Structure | (Unit-IV, SQA.2) |
| | (e) Organisational development | (Unit-V, SQA.3) |

PART - B (5 × 10 = 50 Marks)

(Essay Type Questions)

- | | | |
|----|--|----------------------|
| 2. | (a) Discuss about Leadership Behaviours and Styles. | (Unit-I, Q.No. 13) |
| | (OR) | |
| | (b) Explain in detail about Effective Leadership Behaviors and Attitudes. | (Unit-I, Q.No. 7) |
| 3. | (a) Define Transformational Leadership. What are qualities and model of a Transformational Leadership? | (Unit-II, Q.No. 5) |
| | (OR) | |
| | (b) Define Servant Leadership. Explain the concept of Servant Leadership. | (Unit-II, Q.No. 13) |
| 4. | (a) Discuss about Environmental Triggers of Change. | (Unit-III, Q.No. 6) |
| | (OR) | |
| | (b) Explain the model of Organizational Responses to Change. | (Unit-III, Q.No. 11) |
| 5. | (a) What are the Influences on Organizational Structure? | (Unit-IV, Q.No. 3) |
| | (OR) | |
| | (b) What is organizational culture? Explain the Concept of organizational culture. | (Unit-IV, Q.No. 7) |
| 6. | (a) Write about soft systems models of change. | (Unit-V, Q.No. 3) |
| | (OR) | |
| | (b) What are the steps in OD process ? | (Unit-V, Q.No. 5) |

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**M.B.A II - Year IV - Semester Examination****R19****MODEL PAPER - III****LEADERSHIP AND CHANGE MANAGEMENT**

Time : 3 Hours]

[Max. Marks : 75

PART - A (5 × 5 = 25 Marks)**(Short Answer Questions)****ANSWERS**

- | | | |
|----|---|-------------------|
| 1. | (a) Ohio State Leadership Study | (Unit-I, SQA.7) |
| | (b) Difference between Transactional and Transformational Leaders | (Unit-II, SQA.4) |
| | (c) Causes of Organisational Resistance to Change | (Unit-III, SQA.4) |
| | (d) Multicultural Leader | (Unit-IV, SQA.7) |
| | (e) Limitations of OD | (Unit-V, SQA.5) |

PART - B (5 × 10 = 50 Marks)**(Essay Type Questions)**

- | | | |
|----|--|----------------------|
| 2. | (a) Discuss about Blake and Mouton's Managerial Grid. | (Unit-I, Q.No. 16) |
| | (OR) | |
| | (b) Discuss about Leadership as a Process. | (Unit-I, Q.No. 5) |
| 3. | (a) Discuss about the Charismatic Leadership. | (Unit-II, Q.No. 7) |
| | (OR) | |
| | (b) Discuss about the Team Leadership. | (Unit-II, Q.No. 14) |
| 4. | (a) What is Impact of Change on Organizations? | (Unit-III, Q.No. 13) |
| | (OR) | |
| | (b) Discuss about the Resistance to Change. | (Unit-III, Q.No. 15) |
| 5. | (a) What are the Strategies for Cultural Change? | (Unit-IV, Q.No. 8) |
| | (OR) | |
| | (b) What are the Dimensions of Organizational Culture? | (Unit-IV, Q.No. 9) |
| 6. | (a) Discuss about the OD-An Action Research based Model of Change. | (Unit-V, Q.No. 6) |
| | (OR) | |
| | (b) Discuss about developing leadership skills in organisation. | (Unit-V, Q.No. 13) |