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LEADERSHIP AND CHANGE MANAGEMENT

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LEADERSHIP AND CHANGE MANAGEMENT

CONTENTS

STUDY MANUAL

SOLVED PREVIOUS QUESTION PAPERS

SOLVED MODEL PAPERS

SYLLABUS

UNIT - I

INTRODUCTION :

Leadership: Concept, Characteristics, roles, motives, skills and functions. Leadership Vs Management. Effective leadership behaviours and attitudes. Impact of Leadership on organizational performance.

UNIT - II

LEADERSHIP STYLES AND THEORIES :

Popular Leadership Styles, Entrepreneurial and Super leadership. Transactional Vs Transformational leadership. Triat and Path – Goal theories of leadership.

UNIT - III

ORGANISATIONAL CHANGE :

Types and forces of change, Framework for change management. Proactive change and reactive change. Elements of planned change. Action research model. Individual and organisational barriers to change management and overcoming the barriers to change management.

UNIT - IV

INFLUENCE OF CHANGE :

Six belief changers that Influence change, organisational change through influencing individual change.

Approaches : Kotter's eight step plan, Greiner's Change process model. Four key drivers of organisational change. Factors contributing to resistance to change. Best practices to overcome resistance to change.

UNIT - V

ORGANISATIONAL CULTURE AND CHANGE MANAGEMENT:

Organisational Culture and Leadership, Types of Cultures, Primary and Secondary ways to influence culture, elements of organisational culture. Diagnosing, creating and managing organisation culture.

Contents

Frequently Asked & Important Questions

UNIT - I

1. How will you define leadership as a process of influence? What are its various features?

Ans : (Dec.-21, Aug.-21, Dec.-20, May-19, Imp.)

Refer Unit-I, Q.No. 2

2. What are the characteristics, of leader-ship?

Ans : (May-19, Imp.)

Refer Unit-I, Q.No. 5

3. Explain the roles of leader in an organization.

Ans : (Dec.-21, Dec.-20, Imp.)

Refer Unit-I, Q.No. 6

4. Explain various skills of leadership.

Ans : (Dec.-20, Imp.)

Refer Unit-I, Q.No. 8

5. Explain the various Functions of Leadership.

Ans : (Dec.-21, May-19, Imp.)

Refer Unit-I, Q.No. 9

6. "A good leader is not necessarily a good manager". Discuss this statement and compare leadership and management.

Ans : (Aug.-21. May-19, Imp.)

Refer Unit-I, Q.No. 13

7. Explain the impact of leadership on organisational performance.

Ans : (Dec.-21, Oct.-20, Imp.)

Refer Unit-I, Q.No. 15

UNIT - II

1. Explain any 3 different success styles of leader. Explain.

Ans : (Aug.-21, Oct.-20, May-19, Imp.)

Refer Unit-II, Q.No. 1

2.   Explain managerial grid in detail.

Ans :   **(Dec.-21, Imp.)**

Refer Unit-II, Q.No. 2

3.   What do you understand by trans-formational leadership? Discuss its components and characteristics.

Ans :   **(Dec.-21, Imp.)**

Refer Unit-II, Q.No. 9

4.   Differentiate between Transformational and Transactional Leadership.

Ans :   **(Aug.-21, May-19, Imp.)**

Refer Unit-II, Q.No. 13

5.   Compare and contrast Transformational Leadership and Charismatic Leadership focus.

Ans :   **(Oct.-20, Imp.)**

Refer Unit-II, Q.No. 14

6.   "Leaders are born" leaders can be made which is correct". Give reasons for it.

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

Refer Unit-II, Q.No. 19

7.   Explain Path-Goal theory of leadership in detail.

Ans :   **(Aug.-21, Imp.)**

Refer Unit-II, Q.No. 20

8.   What are the Components of path-goal theory.

Ans :   **(Aug.-21, Imp.)**

Refer Unit-II, Q.No. 21

9.   What are the Strength, Criticism and Applications of Path Goal Theory?

Ans :   **(Aug.-21)**

Refer Unit-II, Q.No. 22

10.   Compare path goal theory with behavioural theory of leadership.

Ans :   **(Dec.21, Imp.)**

Refer Unit-II, Q.No. 23

UNIT - III

1.   What is change management? State its objectives.

Ans :   **(Aug.-21, Imp.)**

Refer Unit-III, Q.No. 5

2.   What are the various types of change?

Ans :   **(Dec.-21, Imp.)**

Refer Unit-III, Q.No. 6

3.   **What are the various Forces of Change.**

Ans :   **(Dec.-21, Imp.)**

   Refer Unit-III, Q.No. 7

4.   **Explain the framework of change management.**

Ans :   **(Oct.-20, May-19, Imp.)**

   Refer Unit-III, Q.No. 8

5.   **Define planned change. What are the elements of planned change.**

Ans :   **(Dec.-21, Imp.)**

   Refer Unit-III, Q.No. 11

6.   **Explain the process of planned change.**

Ans :   **(Aug.-21, Imp.)**

   Refer Unit-III, Q.No. 13

7.   **State the concept of Action Research Model.**

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

   Refer Unit-III, Q.No. 15

8.   **Explain the different levels of barriers to organizational change.**

Ans :   **(Dec.-21, Aug.-21, Oct.-20, May-19, Imp.)**

   Refer Unit-III, Q.No. 16

9.   **Explain the methods of overcome barriers change management.**

Ans :   **(Dec.-21, Imp.)**

   Refer Unit-III, Q.No. 17

UNIT - IV

1.   **Write about the Six belief changers that Influence change.**

Ans :   **(Imp.)**

   Refer Unit-IV, Q.No. 1

2.   **Explain the Kotter's approach to change.**

Ans :   **(Aug.-21, Oct.-20, May-19, Imp.)**

   Refer Unit-IV, Q.No. 4

3.   **Write various steps in Greiner's Change Process Model.**

Ans :   **(Dec.-21, May-19, Imp.)**

   Refer Unit-IV, Q.No. 5

4.   **What are the four key drivers of organisational change.**

Ans :   **(Aug.-21, May-19, Imp.)**

   Refer Unit-IV, Q.No. 6

5.   **Explain the concepts of Resistance to Change.**

Ans :   **(Dec.-21, Aug.-21, Oct.20, Imp.)**

      Refer Unit-IV, Q.No. 7

6.   **Explain the factors that contribute to resistance to change.**

Ans :   **(Oct.-20, Imp.)**

      Refer Unit-IV, Q.No. 9

7.   **Explain practices to overcome resistance to change.**

Ans :   **(Dec.-21, Imp.)**

      Refer Unit-IV, Q.No. 10

8.   **Explain S curve theory of technological change.**

Ans :   **(Oct.-20, Imp.)**

      Refer Unit-IV, Q.No. 11

UNIT - V

1.   **What do you mean by organizational culture. Explain the characteristics of organizational culture.**

Ans :   **(Dec.-21, Imp.)**

      Refer Unit-V, Q.No. 1

2.   **Explain different types of culture.**

Ans :   **(Dec.-21, Aug.-21, May-19, Imp.)**

      Refer Unit-V, Q.No. 6

3.   **What are stages involved in building organizational culture?**

Ans :   **(Oct.-20, May-19, Imp.)**

      Refer Unit-V, Q.No. 7

4.   **Explain the different ways to influence culture.**

Ans :   **(Aug.-21, Imp.)**

      Refer Unit-V, Q.No. 8

5.   **What are the Essential Elements of Organisational Culture?**

Ans :   **(Dec.-21, Aug.-21, Oct.-20, Imp.)**

      Refer Unit-V, Q.No. 9

6.   **What are the essential elements of organizational climate.**

Ans :   **(Oct.-21, Imp.)**

      Refer Unit-V, Q.No. 10

7.   **Explain the approaches used for diagnosing organizational culture.**

Ans :   **(Dec.-21, Imp.)**

      Refer Unit-V, Q.No. 11

INTRODUCTION :

Leadership: Concept, Characteristics, roles, motives, skills and functions. Leadership Vs Management. Effective leadership behaviours and attitudes. Impact of Leadership on organizational performance.

1.1 LEADERSHIP

1.1.1 Concept

Q1. Define Leader.

Ans : (Dec.-21)

(i) **According to Peter Drucker,** "The only definition of a leader is someone who has followers."

(ii) **According to Hosking,** "Leaders are those who consistently make effective contributions to social order, and who are expected and perceived to do so."

(iii) **According to Charles Handy,** "A leader shapes and shares a vision which gives point to the work of others."

(iv) **According to Gary Wills,** "The leader is one who mobilizes others toward a goal shared by leaders and followers... leaders and followers and goals make up the three equally necessary supports for leadership."

(v) **According to Bill Gates,** "As we look ahead into the next century, leaders will be those who empower others."

In simple words leader defined as person who motivates inspire, supports and guide his followers in achieving the organizational or personal goals. He ensures that his followers and team members are performing well in organization or in the society. A good leader gives meaning to the leadership concept or equation which includes all the factors and helps the followers to live a life based on good ethical principles,

Q2. Explain the concept of Leadership.

(OR)

Define leadership.

(OR)

How will you define leadership as a process of influence? What are its various features?

Ans : (Dec.-21, Aug.-21, Dec.-20, May-19, Imp.)

Meaning

Leadership is the process of influencing the behaviour of others to work willingly and enthusiastically for achieving predetermined goals. The targets' responses to use of power vary along a continuum ranging from resistance to commitment. Any type of compliance tending towards resistance is unwillingly and that tending towards commitment is willingly and enthusias-tically. The latter type of response is the objective of leadership. Now we can move to a formal definition of leadership.

Definitions

(i) **According to Tennenbaum** *et al* have defined leadership as follows:

"Leadership is interpersonal influence exercised in a situation and directed through communication process, towards the attainment of a specified goal or goals.

This definition puts emphasis on influencing through communication. However, it does not emphasise the enthusiasm with which the receiver of the communication will act.

(ii) According to Terry has defined leadership in the context of enthusiastic contribution. He says that:

"Leadership is essentially a continuous process of influencing behaviour. A leader breaths life into the group and motivates it towards goals. The lukewarm desires for achievement are transformed into a burning passion for accomplishment.

(iii) A more recent definition of leadership is as follows:

(iv) **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 organisation".

Features

"Leadership is the process of influencing and supporting others to work enthusiastically toward achieving objectives.

An analysis of these definitions brings certain features of leadership which are as follows:

1. Leadership is a continuous process of behaviour; it is not one-shot activity.

2. Leadership may be seen in terms of relationship between a leader and his followers (individuals and/or groups) which arises out of their functioning for common goals.

3. By exercising his leadership, the leader tries to influence the behaviour of individuals or group of individuals around him to achieve common goals.

4. The followers work willingly and enthusiastically to achieve those goals. Thus, there is no coercive force which induces the followers to work.

5. Leadership gives an experience of help to followers to attain common goals. It happens when the leader feels the importance of individuals, gives them recognition, and conveys them about the importance of activities performed by them.

6. Leadership is exercised in a particular situation, at a given point of time, and under specific set of circumstances. It implies that leadership styles may be different under different situations.

Q3. What are the Components of Leadership?

Ans :

Components of Leadership

The important components of leadership includes the following,

1. Leadership is a Process

When leadership is being defined as a process it refers that is not a feature or trait of a leader that prevails in leader but it is a transactional event which takes place between the leader and the followers. Process refers to a two-way event which is interactive wherein leader affects and is affected by followers. This definition of leadership conveys that it is available for everyone and that not limited to formal designated leader in a group.

2. Leadership Includes Influence

It deals with as to how the leader influences his followers. Influence refers to sine equal non of leadership which means leadership does not prevail without influence.

3. Leadership Exists in Groups

In this regard leadership takes place in a group wherein group of individuals with a common goal are being influenced by a leader. These groups can be in the form of a community group, small task group or a large group including the whole organization. A group is regarded as essential component for the leadership to take place whereas leadership training programs are not considered important in definition of leadership.

4. Leadership Includes Common Goals

In this component leaders completely focuses upon those individuals who are striving hard

to achieve the common goals. Common goal refers to mutual understanding/purpose that exists between leaders and followers. By focussing upon mutuality it reduces, the possibility of leaders and followers who are working together to achieve the common goal.

Q4. Discuss about Evolution of Leadership.

Ans :

The continuous evolution of the term "leadership", is quite challenging for both practitioners as well as scholars to put forward the exact definition of leadership. Since a long period of time i.e., approximately a century, various definitions of leadership have being introduced. These definitions are being affected by several factors right from politics to the other world affairs. In the year 1991, Rost examined the materials written from 1900-1990 which considered more than 200 different definitions for leadership, on the basis of which the history of leadership evolution is being explained.

1900-1929

In the initial/starting three decades of 20th century, the definitions for leadership basically focussed upon control and centralization of power with a general theme of domination. For example, in 1927 at a meeting leadership was defined as "the ability to impress the will of the leader on those led and induce obedience, respect, loyalty and cooperation" (Moore 1927).

1930s

In 1930, traits were considered as the important aspect of leadership definitions. Leadership was viewed as influence and not domination. It was also considered as an interaction that takes place between a leader and his followers wherein the leader might influence his followers with particular personality traits. All the followers with different attributes and activities may also influence the leader.

1940s

The group approach became the focus of defining leadership. The concept of leadership was defined as "the behaviour of a leader towards his followers while managing the activities of a group".

1950s

During this decade, three main aspects were being focussed upon definings leadership,

1. Continuance of Group Theory : This specified the leader's role in a group.

2. Leadership as a Relationship that Develops Shared Goals : It emphasized on the behaviour of the leader.

3. Effectiveness : Here, the leadership is defined as the ability of an individual to effect complete group effectiveness.

1960s

In 1960, Seeman defined leadership as "the behaviour that influences people towards shared goals". Based on this, he explained leadership as "acts by persons which influence other persons in a shared direction".

1970s

In the year 1978, Burn's defined leadership as "leadership is the reciprocal process of mobilizing by persons with certain motives and values, various economic, political and other resources in a context of competition and confliction order to realize goal independently or mutually held by both leaders and followers".

1980s

Many definitions emerged in this decade,

1. Do as the Leader Wishes

Yet, many definitions were evolving, the main focus was still laid on predominance of leaders over their followers,

2. Influence

Influence is the most common word which was used for defining leadership in 1980s. According to scholars, leadership was a regarded as a non-coercive influence.

3.   **Traits**

People in this decade perceived the definition of leadership on the basis of trait orientation.

4.   **Transformations**

Burns defined leadership as a transformational process. In the year 1978, he defined leadership takes place "when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality".

21st Century

Ultimately in the 21st century, the leadership scholars concluded that they cannot finalise a common definition for leadership. While few considered leadership as a trait, skill or others regarded it as rational aspects of leadership. Some others have other perception on the same. Thus, leadership is a complex concept which would continue to vary. The flux/ changes in leadership definitions basically depends upon the generalized differences and global influences.

1.1.2 Characteristics

Q5.   What are the characteristics, of leadership?

Ans :   (May-19, Imp.)

The following are the characteristics, of leadership are :

1.   **Personal Quality**

It is a personal quality which makes the people to follow the leader. These qualities includes intelligence, excellence, communication skills, will power, confidence, positive attitude and other managerial skills. Possession of such qualities helps a leader in making others to follow or direct together to do the required work. These qualities can be utilized depending up on the situations.

2.   **Continuous Process**

Leadership is continuous and ongoing behaviour process. Because a manager can become a good leader if he maintains the leadership continuously.

3.   **Group Process**

Leadership is a group process. It requires two or more people which interact and work together. The leader cannot lead without his followers and followers can't exist without leaders. A leader leads a team to get the things done. Through leadership process, leaders can help their followers to know their importance in the organization and the importance of the task carried out by them.

4.   **Relationship between Leaders and Followers**

It is very important for a leader to develop a relationship with followers in order to successful. A leader needs to gain confidence of his followers in order to develop two-way relationship. This can be achieved through an effective inter-personal relationship and participative decision-making.

5.   **Situational**

Leadership skills are used depending on the different situations. Leaders make use of different approaches under different situations. There may be various situations in which one situation may be easy to deal with, while the other situation may be difficult. Thus, the leader must handle both the situations appropriately.

6.   **Positive Attitude**

Leadership requires a positive attitude. A leader must be optimistic because nobody wants a leader who is pessimistic, angry and have a negative attitude. A leader who stay positive and accepts the challenges with a smile set an example for subordinates.

7.   **Handling of Conflicts**

Leadership is a process of handling conflicts. If any conflicts arises among the followers, it is the responsibility of a leader to solve the conflicts between them and remove the negative feelings and hatred.

8. Focus on Vision

Leadership deals with the implementation of a specific vision. The leader must be focussed on his vision and make sure his subordinates are effectively contributing to achieve the objectives. He must inspire the followers if required.

1.1.3 Role of Leadership

Q6. Explain the roles of leader in an organization.

Ans : (Dec.-21, Dec.-20, Imp.)

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.

1.2 LEADERSHIP MOTIVES

Q7. Discuss briefly about various Leadership Motives.

Ans : (May-19)

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.

(a) Leaders behave vigourously and passionately to apply their power.

(b) They utilize their time in finding way to modify the behaviour of others.

(c) 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,

(a) Utilize own efforts in achieving goals and are alone responsible for success or failure.

(b) Take risks which can be borne by his own efforts.

(c) Take feedback for performance.

(d) Initiate innovative, novel or creative solution.

(e) 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.

1.3 LEADERSHIP SKILLS

Q8. Explain various skills of leadership.

Ans :   (Dec.-20, Imp.)

A leader has got multidimensional traits in him which makes him appealing and effective in behavior. The following are the requisites to be present in a good leader:

1.   Physical Appearance

A leader must have a pleasing appearance. Physique and health are very important for a good leader.

2.   Vision and Foresight

A leader cannot maintain influence unless he exhibits that he is forward looking. He has to visualize situations and thereby has to frame logical programmes.

3. Intelligence

A leader should be intelligent enough to examine problems and difficult situations. He should be analytical who weighs pros and cons and then summarizes the situation. Therefore, a positive bent of mind and mature outlook is very important.

4. Communicative Skills

A leader must be able to communicate the policies and procedures clearly, precisely and effectively. This can be helpful in persuasion and stimulation.

5. Objective

A leader has to be having a fair outlook which is free from bias and which does not reflects his willingness towards a particular individual. He should develop his own opinion and should base his judgement on facts and logic.

6. Knowledge of Work

A leader should be very precisely knowing the nature of work of his subordinates because it is then he can win the trust and confidence of his subordinates.

7. Sense of Responsibility

Responsibility and accountability towards an individual's work is very important to bring a sense of influence. A leader must have a sense of responsibility towards organizational goals because only then he can get maximum of capabilities exploited in a real sense. For this, he has to motivate himself and arouse and urge to give best of his abilities. Only then he can motivate the subordinates to the best.

8. Self-confidence and will-power

Confidence in himself is important to earn the confidence of the subordinates. He should be trustworthy and should handle the situations with full will power.

9. Humanist

This trait to be present in a leader is essential because he deals with human beings and is in personal contact with them. He has to handle the personal problems of his subordinates with great care and attention. Therefore, treating the human beings on humanitarian grounds is essential for building a congenial environment.

10. Empathy

It is an old adage "Stepping into the shoes of others". This is very important because fair judgement and objectivity comes only then. A leader should understand the problems and complaints of employees and should also have a complete view of the needs and aspirations of the employees. This helps in improving human relations and personal contacts with the employees.

1.4 FUNCTIONS OF LEADERSHIP

Q9. Explain the various Functions of Leadership.

(OR)

What are the functions of a leader?

Ans :   (Dec.-21, May-19, Imp.)

The following are the various functions of leadership are :

1. Policy Making

The foremost function of a leader is to make a policy for the smooth running of the work by the followers. The policy includes principles and rules for running the machinery of teamwork. It also defines the course of action for effective delivery of contributions by the followers. It is the function the leader to devise a working mechanism for the followers by considering various aspects the nature of the work so that the common goals can easily and adequately be achieved.

2. Organizing

Another function of a leader is to organize the followers into a group to handle the tasks

collectively. This function is important for enhancing productivity of teamwork. Every individual in a team has certain abilities. It is very important to bring all the individuals together to make the best of their abilities. The leader brings together the followers in order to combine their abilities to achieve the major task effectively.

3. Planning - Goals and Strategies

The leader sets goals; and plans strategies to achieve these goals. The planning includes cost planning, time planning and human resource planning. The purpose is to make a roadmap for the follower to keep them on the right track and to guide them on how and when to utilize the resources to achieve goals.

4. Mobilization

The important function of a leader is mobilization - to engage followers in work. Once a plan is made, the followers need to execute the planned strategies. It requires a leader to help the followers to initiate and engage in the work to accomplish the goals in planned time and resources. The leader encourages the follower to keep them going throughout the entire process of goals accomplishment.

5. Direction and Guidance

A leader acts a guide who gives a direction to the followers and keeps them on track to move in the right direction. The follower may face certain difficulty in the process accomplishing certain task where they need the guidance their leader. The leader offers constant guidance to the followers to help them make the best of their efforts.

6. Motivation

A leader is a constant source of motivation for the followers. The leader inspires the followers to keep them going for long. The leader motivates them to raise their spirit towards the attainment of the goals. The leader may also design various bonuses,

appreciation certificates, allowances and benefits for the motivation of followers.

7. Problem Solving

The leader solves the problems that arise at various stages. Some problems are expected while some are unexpected. The leader has solutions and alternative strategic plans for expected as well as unexpected problematic situations. The leader is always ready to face challenging situations.

8. Group Representation

A leader serves as a representative of his followers. The group of followers needs to have a representative to represent them while interacting with other groups and individuals.

Q10. Describe the importance of leadership.

Ans :

Leadership is an important factor for making any type of organisations successful. Throughout the history, it has been recognised that the difference between success and failure, whether in a war, a political movement, a business, or a team game, can be attributed largely to leadership.

Here we are more concerned about manager as a leader. Without a good leader, organisation cannot function efficiently and effectively. Since the organisation is basically a deliberate creation of human beings for certain specified objectives, the activities of its members need to be directed in a certain way. Any departure from this way will lead to inefficiency in the organisation. Direction of activities in the organisation is affected by the leader. The importance of good leadership can be seen as follows:

1. Motivating Employees

As discussed earlier, motivation is necessary for work performance. Higher the motivation, better would be the performance. A good leader, by exercising his leadership, motivates the employees for high performance. Good leadership in the organisation itself is a motivating factor for the individuals.

2. Creating Confidence

A good leader may create confidence in his followers by directing them, giving them advice and getting through them good results in the organisation. Once an individual, with the help of a leader, puts high efficiency, he tries to maintain it as he acquires certain level of confidence towards his capacity. Sometimes, individuals fail to recognise their qualities and capabilities to work in the absence of good direction.

3. Building Morale

Morale is expressed as attitudes of employees towards organisation, management and voluntary cooperation to offer their ability to the organisation. High morale leads to high productivity and organisational stability. Through providing good leadership in the organisation, employees' morale can be raised high ensuring high productivity and stability in the organisation.

Thus, good leadership is essential in all aspects of managerial functions whether it be motivation, communication, or direction. Good leadership ensures success in the organisation, and unsatisfactory human performance in any organisation can be primarily attributed to poor leadership.

1.5 LEADERSHIP VS MANAGEMENT

Q11. Define management.

Ans :   **(Dec.-21)**

Meaning

It refers to the process of conducting a set of functions (planning, organizing, staffing, directing and controlling) to get the work done in an efficient and effective manner. Simply, management is an art of getting things done through others.

Definitions

Different experts have defined management on the basis of its features. Some experts, have defined management as an 'art of getting things done', while others give more importance to its 'function oriented form'. In the same manner, same experts think management is related to 'decision making', while others are of the opinion that 'productivity and efficiency' are its basis. Following are the main definitions of management.

1. **According to Harold Koontz,** "Management is the art of getting things done through others and with formally organized groups."

2. **According to George R. Terry,** "Management is a distinct process consisting of planning, organizing, actuating and controlling; utilizing in each both science and art, and followed in order to accomplish predetermined objectives."

3. **According to F.W. Taylor,** "Management is the art of knowing what you want to do and then seeing that they do it in the best and the cheapest way."

4. **According to Peterson and Plowman,** "Management may be defined as the process by means of which the purpose and objectives of a particular human group are determined, clarified and effectuated."

5. **According to Henry Fayol,** "To manage is to forecast and to plan, to organize, to command, to coordinate and to control".

6. **According to Peter Drucker,** "Management is a multipurpose organ that manages business and manages managers and manages workers and work".

7. **According to Mary Parker Fallett,** "Management is the art of getting things done through people".

Q12. Explain different roles of management.

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

1. Interpersonal Roles

The important interpersonal roles of managers are:

(a) **Figurehead Role:** Managers perform the duties of a ceremonial nature as head of the organization, a strategic business unit or department. Duties of interpersonal roles include routine, involving little serious communication and less important decisions. However, they are important for the smooth functioning of an organization or department.

(b) **Leader Role:** The manager, in charge of the organization/department, coordinates the work of others and leads his subordinates. Formal authority provides greater potential power to exercise and get the things done.

(c) **Liaison Role:** As the leader of the organization or unit, the manager has to perform the functions of motivation, communication, encouraging team spirit and the like. Further, he has to coordinate the activities of all his subordinates, which involves the activity of liaison.

2. **Informational Roles**

   Manager emerges as the nerve centre of his organization/department in view of his interpersonal links with his subordinates, peers, superiors and outsiders. Therefore, the manager has to play the informational role effectively to let the information flow continuously from one corner of the organization to other corner.

   The information roles of a manager include:

   (a) **Monitor's Role:** As a result of the network of contacts, the manager gets the information by scanning his environment, subordinates, peers and superiors. Managers mostly collect information in verbal form often as gossip, hearsay, speculation and through grapevine channels.

(b) **Disseminator's Role:** The manager disseminates the information which he collects from different sources and through various means. He passes some of the privileged information directly to his subordinates, who otherwise have no access to it. The manager plays an important role in disseminating the information to his subordinates, when they don't have contact with one another.

(c) **Spokesman's Role:** Some insiders and/or outsiders control the unit/ department or the organization. The manager has to keep them informed about the developments in his unit. He has to keep his superior informed of every development in his unit, who in turn inform the insiders and outsiders. Directors and shareholders must be informed about financial performance. Customers must be informed about the new product developments, quality maintenance, government officials about implementation of law etc.

3. **Decisional Roles**

   Information is an important and basic input to decision-making. The managers play a crucial role in decision-making system of the unit. Only the manager can commit the department to new courses of action and he has full and current information to initiate and implement the decisions that determine the department's or organizational strategy. The decisional roles of the manager are:

   (a) **Entrepreneurial Role:** As an entre-preneur, the manager is a creator and innovator. He seeks to improve his department, adapt to the changing environmental factors. The manager appreciates new ideas and initiates new developmental projects.

According to Peter F. Drucker, "The manager has the task of creating a true whole that is larger than the sum of its parts, a productive entity that turns out more than the sum of the resources put into it".

(b) Disturbance Handler Role: Entrepreneurial role describes the manager as the voluntary initiator of change, the disturbance handler role presents the manager as the involuntarily responding to pressures. Pressures of the situation are severe and highly demand the attention of the manager and as such the manager cannot/ ignore the situation. For example, workers' strike, declining sales, bankruptcy of a major customer etc.

The manager should have enough time in handling disturbances carefully, skilfully and effectively.

(c) Resource Allocator's Role: The most important resource that a manager allocates to his subordinates is his time. He should have an open-door policy and allow the subordinates to express their opinions and share their experiences. This process helps both the manager and his subordinates in making effective decisions. In addition, the manager should empower his subordinates by delegating his authority and power.

(d) Negotiator's Role: Managers spend considerable time in the task of negotiations. He negotiates with the subordinates for improved commitment and loyalty, with the peers for cooperation, coordination and integration, with workers and their unions regarding conditions of employment, commitment, productivity and with the government about providing facilities for business expansion etc.

Q13. "A good leader is not necessarily a good manager". Discuss this statement and compare leadership and management.

Ans :   (Aug.-21. May-19, Imp.)

Leadership and management are related but they are not the same. A person can be an effective manager, a leader, both, or neither. This is due to the fact that leadership differs from management on some counts. John Kotter has identified that leadership differs from management in terms of the emphasis that is put on four activities—creating an agenda, developing a human network for achieving the agenda, executing plans, and outcomes of activities. While leadership emphasises change in these activities, management believes in *status quo.* Stephen Covey, a consultant on developing leadership, has emphasised the difference between leadership and management as follows:

1. Leadership deals with vision—keeping the mission in sight—and with effectiveness and results. Management deals with establishing structure and systems to get those results. It focuses on efficiency, cost-benefit analysis, logistics, methods, procedures, and policies.

2. Leadership focuses on the top line; management focuses on the bottom line. Leadership derives its power from values and correct principles. Management organises resources to serve selected objectives to produce the bottom line.

3. Leadership inspires and motivates people to work together with a common vision and purpose. Management involves controlling and monitoring results against plans, identifying deviations, and then planning and organising to solve the problems.

4. Leadership emphasises transformational aspect and, therefore, transformational leadership emerges. Management focuses on transactional aspect and, therefore, transactional leadership emerges. Transformational leadership is the set of abilities that allow the leader to recognise the need for change, to create a vision to guide that change, and to

execute that change effectively. Transactional leadership involves routine, regimented activities—assigning work, evaluating performance, making decisions, and so forth.

Based on the above discussion, difference between leadership and management can be summarised as shown in Table.

	Factors	Leadership	Management
1.	Source of power	Personal abilities	Authority delegated
2.	Focus	Vision and purpose	Operating results
3.	Approach	Transformational	Transactional
4.	Process	Inspiration	Control
5.	Emphasis	Collectivity	Individualism
6.	Futurity	Proactive	Reactive
7.	Type	Formal and informal	Formal

Table : Difference between leadership and management

1.6 EFFECTIVE LEADERSHIP BEHAVIOURS AND ATTITUDES

Q14. Explain in detail about Effective Leadership Behaviors and Attitudes.

Ans :

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 behaviourr are the basis for understanding the attitudes, behaviours and practices.

I. Effective leadership behaviours

(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 die 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.

(C) 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.

II. 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.

1.7 IMPACT OF LEADERSHIP ON ORGANIZATIONAL PERFORMANCE

Q15. Explain the impact of leadership on organisational performance.

Ans :   **(Dec.-21, Oct.-20, Imp.)**

An organisation is considered to be effective if it finds the balance between the demands of various stakeholders (owners, employees, customers, community) and the needs of the employees. We believe that an appropriate leadership style can influence and ensure the prosperity and the economic growth of both the organisation and employees.

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

Transformational leadership may be found at all levels of the organisation: teams, departments, divisions, and organisation 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 organisation operates. For bringing major changes, transformational leaders must exhibit the following four factors:
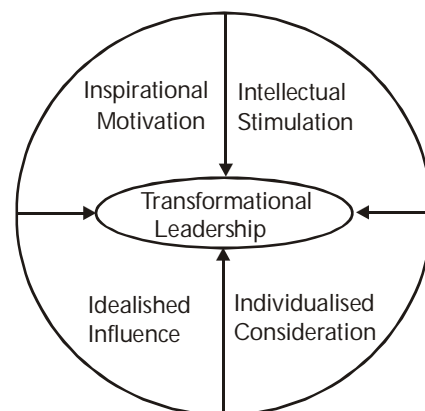

Fig. : Model of Transformational Leadership

➤ **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.

➤ **Intellectual Stimulation**

Such leaders encourage their followers to be innovative and creative. They encourage new ideas from their followers and never criticise 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.

➤ **Idealised 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 actions. 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 organisation.

➤ **Individualised 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 current environment characterised by uncertainty, global turbulence, and organisational 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 organisational commitment, and engage in organisational citizenship behaviours. With such a devoted workforce, it will definitely be useful to consider making efforts towards developing ways of transforming the organisation through leadership.

Q16. Explain briefly about the leadership perspectives on cultural values.

Ans :

According to Goffee and Jones the two dimensions of organization culture are,

1. Sociability
2. Solidarity

1. Sociability

It is the degree of friendliness of the organizational members. The degree of sociability varies from one organization to other Sociability has two sides i.e., positive and negative side. On positive side, it promotes creativity through motivating people to work together in teams or groups. On another side, it may lead to creation of informal groups within the team and influence the decision-making process.

2. Solidarity

It is the degree of common sharing of the organization tasks and goals by the organization co-workers.

By analysing these two dimensions one can identify four type of organizational cultures. The are,

(i) Networked culture
(ii) Mercenary culture
(iii) Fragmented culture
(iv) Communal culture.

(i) Networked culture

Networked culture is characterised by high levels of cosiability and low levels of solidarity.

The members of this type of organization can behave friendly with their co-workers and can understand others easily and quickly.

(ii) Mercenary culture

Mercenary culture is characterised by high levels of solidarity and low levels of sociability. In this type of organization culture, members emphasise more on accomplishment of task rather than the relationships. In this culture, members treat development of communi-cation among their co-workers as a waste of time.

(iii) Fragmented culture

This type of culture is characterised by low degree of solidarity and low degree of sociability. In this culture employees are not responsible for the organization's task as a whole but only for then profession and position. They do not give preference to develop interpersonal communications with co-workers in order to accomplish the tasks together.

(iv) Communal culture

This culture is characterised by high levels of sociability and solidarity. The organisation members of this culture maintain high degree of relationship with their co-workers and is adapted mostly by high-tech companies, especially internet start-ups.

Short Question and Answers

1.   Define Leader.

Ans :

(i)   According to Peter Drucker, "The only definition of a leader is someone who has followers."

(ii) According to Hosking, "Leaders are those who consistently make effective contributions to social order, and who are expected and perceived to do so."

(iii) According to Charles Handy, "A leader shapes and shares a vision which gives point to the work of others."

(iv) According to Gary Wills, "The leader is one who mobilizes others toward a goal shared by leaders and followers... leaders and followers and goals make up the three equally necessary supports for leadership."

(v)   According to Bill Gates, "As we look ahead into the next century, leaders will be those who empower others."

In simple words leader defined as person who motivates inspire, supports and guide his followers in achieving the organizational or personal goals. He ensures that his followers and team members are performing well in organization or in the society. A good leader gives meaning to the leadership concept or equation which includes all the factors and helps the followers to live a life based on good ethical principles,

2.   Define management.

Ans :

Meaning

It refers to the process of conducting a set of functions (planning, organizing, staffing, directing and controlling) to get the work done in an efficient and effective manner. Simply, management is an art of getting things done through others.

Definitions

Different experts have defined management on the basis of its features. Some experts, have defined management as an 'art of getting things done', while others give more importance to its 'function oriented form'. In the same manner, same experts think management is related to 'decision making', while others are of the opinion that 'productivity and efficiency' are its basis. Following are the main definitions of management.

1.   According to Harold Koontz, "Management is the art of getting things done through others and with formally organized groups."

2.   According to George R. Terry, "Management is a distinct process consisting of planning, organizing, actuating and controlling; utilizing in each both science and art, and followed in order to accomplish predetermined objectives."

3.   According to F.W. Taylor, "Management is the art of knowing what you want to do and then seeing that they do it in the best and the cheapest way."

4.   According to Peterson and Plowman, "Management may be defined as the process by means of which the purpose and objectives of a particular human group are determined, clarified and effectuated."

5.   According to Henry Fayol, "To manage is to forecast and to plan, to organize, to command, to coordinate and to control".

6.   According to Peter Drucker, "Management is a multipurpose organ that manages business and manages managers and manages workers and work".

3.   Define Leadership.

Ans :

Meaning

Leadership is the process of influencing the behaviour of others to work willingly and enthusiastically for achieving predetermined goals. The targets' responses to use of power vary along a continuum ranging from resistance to commitment. Any type of compliance tending towards resistance is unwillingly and that tending towards commitment is willingly and enthusias-tically. The latter type of response is the objective of leadership. Now we can move to a formal definition of leadership.

Definitions

(i)   According to Tennenbaum *et al* have defined leadership as follows:

"Leadership is interpersonal influence exercised in a situation and directed through communication process, towards the attainment of a specified goal or goals.

This definition puts emphasis on influencing through communication. Howe-ver, it does not emphasise the enthusiasm with which the receiver of the communication will act.

(ii)   According to Terry has defined leadership in the context of enthusiastic contribution. He says that:

"Leadership is essentially a continuous process of influencing behaviour. A leader breaths life into the group and motivates it towards goals. The lukewarm desires for achievement are transformed into a burning passion for accomplishment.

(iii)   A more recent definition of leadership is as follows:

(iv)   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 organisation".

4.   Leadership Motives.

Ans :

1.   The Power Motive

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

(a)   Leaders behave vigourously and passionately to apply their power.

(b)   They utilize their time in finding way to modify the behaviour of others.

(c)   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,

(a)   Utilize own efforts in achieving goals and are alone responsible for success or failure.

(b)   Take risks which can be borne by his own efforts.

(c)   Take feedback for performance.

(d)   Initiate innovative, novel or creative solution.

(e)   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.

5.   Explain the various Functions of Leadership.

Ans :

The following are the various functions of leadership are :

1.   Policy Making

The foremost function of a leader is to make a policy for the smooth running of the work by the followers. The policy includes principles and rules for running the machinery of teamwork. It also defines the course of action for effective delivery of contributions by the followers. It is the function the leader to devise a working mechanism for the followers by considering various aspects the nature of the work so that the common goals can easily and adequately be achieved.

2.   Organizing

Another function of a leader is to organize the followers into a group to handle the tasks collectively. This function is important for enhancing productivity of teamwork. Every individual in a team has certain abilities. It is very important to bring all the individuals together to make the best of their abilities. The leader brings together the followers in order to combine their abilities to achieve the major task effectively.

3.   Planning - Goals and Strategies

The leader sets goals; and plans strategies to achieve these goals. The planning includes cost planning, time planning and human resource planning. The purpose is to make a roadmap for the follower to keep them on the right track and to guide them on how and when to utilize the resources to achieve goals.

4.   Mobilization

The important function of a leader is mobilization - to engage followers in work. Once a plan is made, the followers need to execute the planned strategies. It requires a leader to help the followers to initiate and engage in the work to accomplish the goals in planned time and resources. The leader encourages the follower to keep them going throughout the entire process of goals accomplishment.

5.   Direction and Guidance

A leader acts a guide who gives a direction to the followers and keeps them on track to move in the right direction. The follower may face certain difficulty in the process accomplishing certain task where they need the guidance their leader. The leader offers constant guidance to the followers to help them make the best of their efforts.

6.   Motivation

A leader is a constant source of motivation for the followers. The leader inspires the

followers to keep them going for long. The leader motivates them to raise their spirit towards the attainment of the goals. The leader may also design various bonuses, appreciation certificates, allowances and benefits for the motivation of followers.

7. Problem Solving

The leader solves the problems that arise at various stages. Some problems are expected while some are unexpected. The leader has solutions and alternative strategic plans for expected as well as unexpected problematic situations. The leader is always ready to face challenging situations.

6. Define role of management.

Ans :

1. Interpersonal Roles

The important interpersonal roles of managers are:

(a) Figurehead Role: Managers perform the duties of a ceremonial nature as head of the organization, a strategic business unit or department. Duties of interpersonal roles include routine, involving little serious communication and less important decisions. However, they are important for the smooth functioning of an organization or department.

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The information roles of a manager include:

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(b) Disseminator's Role: The manager disseminates the information which he collects from different sources and through various means. He passes some of the privileged information directly to his subordinates, who otherwise have no access to it. The manager plays an important role in disseminating the information to his subordinates, when they don't have contact with one another.

(c) Spokesman's Role: Some insiders and/or outsiders control the unit/ department or the organization. The manager has to keep them informed about the developments in his unit. He has to keep his superior informed of every development in his unit, who in turn inform the insiders and outsiders. Directors and shareholders must be informed about financial performance. Customers must be informed about the new product developments, quality maintenance, government officials about implementation of law etc.

21

3. Decisional Roles

Information is an important and basic input to decision-making. The managers play a crucial role in decision-making system of the unit. Only the manager can commit the department to new courses of action and he has full and current information to initiate and implement the decisions that determine the department's or organizational strategy.

7. Features of Leadership.

Ans :

1. Leadership is a continuous process of behaviour; it is not one-shot activity.

2. Leadership may be seen in terms of relationship between a leader and his followers (individuals and/or groups) which arises out of their functioning for common goals.

3. By exercising his leadership, the leader tries to influence the behaviour of individuals or group of individuals around him to achieve common goals.

4. The followers work willingly and enthusiastically to achieve those goals. Thus, there is no coercive force which induces the followers to work.

5. Leadership gives an experience of help to followers to attain common goals. It happens when the leader feels the importance of individuals, gives them recognition, and conveys them about the importance of activities performed by them.

6. Leadership is exercised in a particular situation, at a given point of time, and under specific set of circumstances. It implies that leadership styles may be different under different situations.

8. Components of Leadership.

Ans :

1. Leadership is a Process

When leadership is being defined as a process it refers that is not a feature or trait of a leader that prevails in leader but it is a transactional event which takes place between the leader and the followers. Process refers to a two-way event which is interactive wherein leader affects and is affected by followers. This definition of leadership conveys that it is available for everyone and that not limited to formal designated leader in a group.

2. Leadership Includes Influence

It deals with as to how the leader influences his followers. Influence refers to sine equal non of leadership which means leadership does not prevail without influence.

3. Leadership Exists in Groups

In this regard leadership takes place in a group wherein group of individuals with a common goal are being influenced by a leader. These groups can be in the form of a community group, small task group or a large group including the whole organization. A group is regarded as essential component for the leadership to take place whereas leadership training programs are not considered important in definition of leadership.

4. Leadership Includes Common Goals

In this component leaders completely focuses upon those individuals who are striving hard to achieve the common goals. Common goal refers to mutual understanding/purpose that exists between leaders and followers. By focussing upon mutuality it reduces, the possibility of leaders and followers who are working together to achieve the common goal.

9.   Roles of leader in an organization.

Ans :   (Dec.-21, Dec.-20)

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.

10.   Define importance of leadership.

Ans :

Leadership is an important factor for making any type of organisations successful. Throughout the history, it has been recognised that the difference between success and failure, whether in a war, a political movement, a business, or a team game, can be attributed largely to leadership.

Here we are more concerned about manager as a leader. Without a good leader, organisation cannot function efficiently and effectively. Since the organisation is basically a deliberate creation of human beings for certain specified objectives, the activities of its members need to be directed in a certain way. Any departure from this way will lead to inefficiency in the organisation. Direction of activities in the organisation is affected by the leader. The importance of good leadership can be seen as follows:

1.   Motivating Employees

As discussed earlier, motivation is necessary for work performance. Higher the motivation, better would be the performance. A good leader, by exercising his leadership, motivates the employees for high performance. Good leadership in the organisation itself is a motivating factor for the individuals.

2.   Creating Confidence

A good leader may create confidence in his followers by directing them, giving them advice and getting through them good results in the organisation. Once an individual, with the help of a leader, puts high efficiency, he tries to maintain it as he acquires certain level of confidence towards his capacity. Sometimes, individuals fail to recognise their qualities and capabilities to work in the absence of good direction.

3.   Building Morale

Morale is expressed as attitudes of employees towards organisation, management and voluntary cooperation to offer their ability to the organisation. High morale leads to high productivity and organisational stability. Through providing good leadership in the organisation, employees' morale can be raised high ensuring high productivity and stability in the organisation.

Thus, good leadership is essential in all aspects of managerial functions whether it be motivation, communication, or direction. Good leadership ensures success in the organisation, and unsatisfactory human performance in any organisation can be primarily attributed to poor leadership.

11.   Attitude

Ans :

An attitude is a positive, negative, or mixed evaluation of an object expressed at some level of intensity. It is an expression of a favorable or unfavorable evaluation of a person, place, thing, or event. These are fundamental determinants of our perceptions of and actions toward all aspects of our social environment. Attitudes involve a complex organization of evaluative beliefs, feelings, and tendencies toward certain actions.

Choose the Correct Answers

1. One of the following is the characteristics of the followers   [a]

    (a) Confidence and Optimism   (b) Integrity

    (c) Behave in oneself   (d) Cultural values

2. The _____ approach emphasizes the importance of contextual factors that influence leadership processes.   [b]

    (a) Power-influence approach   (b) Situational approach

    (c) Integrative approach   (d) Trait approach

3. The _____ style is representative of a leader who is concerned with both the task and with interpersonal relationships.   [c]

    (a) Middle of the road management (5, 5)

    (b) Team management (9, 9)

    (c) Impoverished management (1, 1)

    (d) Authority compliance (9, 1)

4. Big five personality consists of one of the following traits   [d]

    (a) Behaviour   (b) Experience

    (c) Trust   (d) Surgency

5. _____ is on a continuum between external and internal belief in control over one's destiny.
                                                                                                  [a]

    (a) Locus of control   (b) Self-confidence

    (c) Dominance   (d) High energy

6. _____ leadership occurs when one person takes the initiative in making contract with others for the purpose of an exchange of valued things.   [b]

    (a) Transformational leadership   (b) Transactional leadership

    (c) Charismatic leadership   (d) Free-rein leadership

7. _____ power is the ability of leader to reward his followers.   [c]

    (a) Coercive power   (b) Expert power

    (c) Reward power   (d) Legitimate power

8. Leadership is an _____ process.   [d]

    (a) Influencing   (b) Interactive

    (c) Communication   (d) Influence-interactions

9. Free - rein leadership style is also called as.   [a]

    (a) Management grid   (b) LaissezFaire

    (c) Servant leadership   (d) Participative leadership

10. _____ are the qualities of an ethical leader.   [b]

    (a) Communication   (b) Honesty, justice

    (c) Decision-making   (d) None of the above

Fill in the Blanks

1. _____ is "the ability of influencing people to strive willingly for mutual objectives".

2. The first requirement of leadership is the presence of _____ .

3. Leadership is a function which is important at all levels of _____ .

4. eaders should establish a steady flow of _____ between themselves and their staff or team members,

5. _____ need to be able to feel comfortable coming to their manager or leader with questions and concerns.

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

7. In the _____ leaders concentrate mainly on the performance of task.

8. Relationship oriented behaviours deal with the relationship between the _____ and their _____ .

9. _____ helps in improving the skills of the individuals and also helps them to adjust with the job.

10. _____ is very essential in any business organisation.

ANSWERS

1. Leadership
2. Followers
3. Management.
4. Communication
5. Employees
6. Management
7. task oriented behaviours
8. Leaders followers
9. Developing
10. Change

LEADERSHIP STYLES AND THEORIES :

Popular Leadership Styles, Entrepreneurial and Super leadership. Transactional Vs Transformational leadership. Triat and Path – Goal theories of leadership.

2.1 LEADERSHIP STYLES

Q1. What is a leadership style? Explain different styles of leadership?

(OR)

What are the different types of leadership styles being used in the modern organization.

(OR)

Style of a leader influences a leaders

(OR)

Explain any 3 different success styles of leader. Explain.

Ans : **(Aug.-21, Oct.-20, May-19, Imp.)**

The essence of leadership style is the traits, skills and behaviours which the leaders use while communicating with their followers. Behavior is regarded as the most important element of leadership style, as it is the behavior which distinguishes a leader from other persons. So, leadership style consists of the behavioural pattern of an individual who tries to influence others. Leadership style includes two types of behaviours, task related and relationship related behaviours. Task related leadership style is concerned with accomplishment of task whereas relationship related leadership style is concerned with developing close interpersonal relationships.

Types of leadership Styles

The different types of leadership styles are,

1. Autocratic style of leadership

2. Participative style of leadership

3. Free-rein style of leadership.

1. **Autocratic Style of Leadership**

In the autocratic leadership style, the leaders take the decisions by themselves. Leaders are very confident in decision making and they feel that the group members should act accordingly. Autocratic leaders mainly concentrate on completing the task, so they are regarded as task oriented leaders. They set clear standards of performance and dictate various aspects by framing rules and regulations for their group members.

Thus, an autocratic leader makes independent decisions, instructs and informs the employees about their tasks and carefully supervises them. In this type of leadership style, the employees do not have freedom to participate in decision making unlike participative leadership style

2. **Participative Style of Leadership**

In participative leadership style, leaders allow the group members to take part in decision making. This type of leadership style is mainly characterised by involvement of employees in decision-making.

A participative leader consults with the subordinates, obtains their ideas and opinions and considers their suggestions at the time of decision making. These leaders work along with their employees for solving their problems and does not supervise them.

Participative leadership style includes different types of behaviours which are classified into three types.

(i) Consultative Leadership Style

In this type of leadership style, leaders meet with their group members and discuss with them, before making a final decision. But, the right to decision making will remain with the leader. These leaders take into consideration, the opinions and ideas of their group members and depending on this, he takes the decisions. The leader has a serious concern for the employees suggestions.

(ii) Consensus Leadership Style

In this type of leadership style, a leader makes a decision only after considering the opinions of his employees. The leader here, gives more importance to group discussions. The decisions taken by the leaders are sustained and supported by all their team members. The final decision will be taken only when all the employees involved agree with the decision. The leader meets the employees for discussing the decision problem and then makes a decision along with them.

(iii) Democratic Leadership Style

In this type of leadership style, the right to make decisions rests with the group members. The leader gives the needed authority to an individual or group for taking a decision. The time limit within which the decision has to be taken is given by the leader and the group has to take the decision within that time limit.

3. Free-rein Style of Leadership

Free-rein leadership style is also known as "Laissez Faire" - a French word meaning "do not interfere". The free-rein leader delegates complete authority to their employees. These types of leaders do not take-up any responsibility, take lot of time for decision-making and do not give any feedback to their employees. This style of leadership is mostly suitable for the employees who seek motivation and experience to do work. These employees are self-sufficient and do not need any help or emotional support from their leaders.

Thus, the above mentioned are the different styles of leadership used by the leaders.

Q2. Explain managerial grid in detail.

Ans : **(Dec.-21, Imp.)**

One of the most widely-known aproaches of leadership styles is the managerial grid developed by Blake and Mouton. They emphasise that leadership style consists of factors of both task- oriented and relation-oriented behaviour in varying degrees. Their 'concern for' phrase has been used to convey how managers are concerned for people or production, rather than 'how much' production getting out of group. Thus, it does not represent real production or the extent to which human relationship needs are being satisfied. Concern for production means the attitudes of superiors towards a variety of things, such as quality of decisions, procedures and processes, creativeness of research, quality of staff services, work efficiency, and volume of output. Concern for people includes degree of personal commitment toward goal achievement, maintaining the self-esteem of workers' responsibility based on trust, and satisfying interpersonal relations. The managerial grid identifies five leadership styles based upon these two factors found in organisations, as shown in Figure:
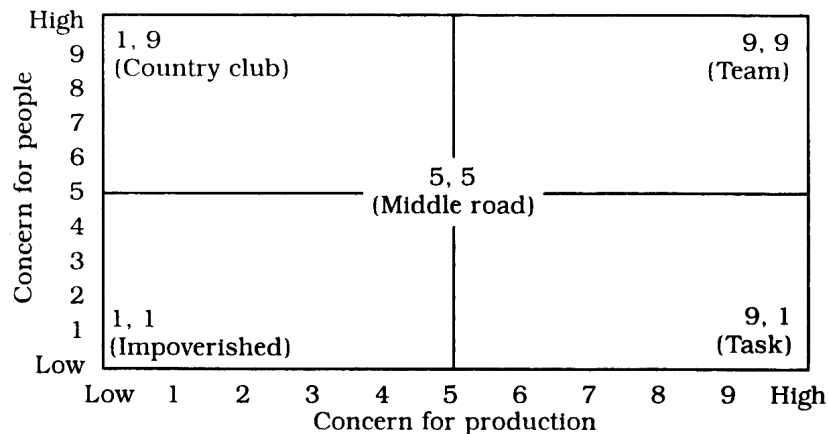
Fig. : The Managerial Grid

Blake and Mouton have described the five styles as follows:

1.1. Exertion of minimum effort is required to get work done and sustain organisa-tional morale;

1.9. Thoughtful attention to needs of people leads to a friendly and comfortable organisational atmosphere and work tempo;

9.1. Efficiency results from arranging work in such a way that human elements have little effect;

5,5. Adequate performance through balance of work requirements and maintaining satisfactory morale;

9.9. Work accomplished is from committed people with interdependence through a common stake in organisational purpose and with trust and respect.

Each style points out the relative contents of concern for production or people and implies that the most desirable leader's behaviour is 9.9 (maximum concern for production and people). In fact, Blake and Mouton have developed training programmes that attempt to change managers towards 9.9 management style. Managerial grid is very much similar to production- people orientation style as given by Ohio State University.

However, there is one basic difference between the two. In managerial grid 'concern for' is a predisposition about something or an attitudinal model that measures the predisposition of a manager, while Ohio State framework tends to be a behavioural model that examines how leader's actions are perceived by others.

Managerial grid is a useful device to a manager for identifying and classifying managerial styles. It helps him understand why he gets the reaction that he does from his subordinates. It can also suggest some alternative styles that may be available to him. However, it does not tell why a manager falls in one part or the other of the grid. What a manager's style is, will be influenced by many factors, including the superior, the kind of subordinates he supervises, and the situation in which he finds himself. In managerial grid, although the four corners and the mid-point of the grid are emphasised, these extreme positions are rarely found in their pure form in working conditions. In other words, a manager would more likely have a style of 8, 2 or 4, 6 or some such thing. Nevertheless, managerial grid is widely used throughout the world as a means of managerial training and of identifying various combinations of leadership styles.

2.2 ENTREPRENEURIAL AND SUPER LEADERSHIP

Q3. What is Entrepreneurial leadership?

Ans :

Meaning

Entrepreneurial leadership is a type of leadership that consists of actions towards establishment of a business at the individual level action towards following the innovations at the organizational level and actions towards benefiting from the opportunities that are distinguished at the marked level".

Definition

According to Roebuck, (2004), entrepreneurial leadership is defined as " Organizing a group of people to achieve a common goal using proactive entrepreneurial behaviour by optimising risk, innovating to take advantage of opportunities, taking responsibility and managing change within a dynamic environment for the benefit of an organization".

Entrepreneurial leadership refers to a leadership where a leader has key characteristics such as, a leader who has the risk taking abilities, analyzing the opportunities, being strategic, productive, innovate and interchanging. In other words, it is the entrepreneurship status of a leader. The success and failure of the business depends on the effective leadership skills. Thus, entrepreneurial leadership is one of the effective leadership skills.

The entrepreneurial leader is responsible for his actions and these actions are more proactive in nature. In today's world, the requirement of entrepreneurial leader is increasing day by day because of increasing business competition. These leaders determine entrepreneurial creativity, search for new opportunities, take risks, provide direction and inspire their followers. They have the attitude of self-employed.

Q4. What are the characteristics of Entrepreneurial Leadership

Ans :

The characteristics of an entrepreneurial leadership as follows,

1. Communication skills

The leader is able to clearly articulate their ideas, and the plan to achieve common goals. They encourage communication between departments and across levels. They avoid ambiguities and generalizations, and are able to avoid conflict and misunderstanding due to poor communication.

2. Vision

A successful entrepreneurial leader has a clear vision. He knows exactly where he wants to go and how to get there. They communicate their vision to the team and work with them to make the vision a reality.

3. Supportive

An entrepreneurial leader realizes the importance of initiative and reactiveness, and they go out of their way to provide all the support that the team needs to achieve their goals. The leader usually does not punish employees when they take a calculated risk which misfires. Instead, they sit down with employees to analyze what went wrong and work with them to correct the mistakes.

4. Self-belief

The leader has tremendous belief in themselves and has confidence gained from years of experimenting, at times failing, and learning. They are aware of their strengths and weaknesses, and demonstrate their skills without hubris. An entrepreneurial leader is very self-assured.

5. Shares success

When the team or the organization succeeds at something, the leader does not hog the

limelight or take all the credit. They acknowledge the contribution of others and shares the accolades with them.

6. Involved

You will not find an entrepreneurial leader cooped up in the office. Leaders like to spend time among employees, walk around the factory or department, interact with everyone, and see them doing their job. This leader will usually take some time out to informally chat with employees, and understand their work and personal challenges.

7. Create an atmosphere conducive to growth

With a deep understanding of the importance of other people's contribution to organizational success, the entrepreneurial leader creates an atmosphere that encourages everyone to share ideas, grow, and thrive. They actively seek other's opinions, and encourages them to come up with solutions to the problems that they face. The entrepreneurial leader also provides positive feedback when employees come forward with an opinion.

8. Honesty

Honesty is the most important quality of an exceptional leader. Entrepreneurial leaders who are honest are able to quickly win the trust of their employees. People respect leaders to come across as honest, and are more likely to accept positive or negative feedback and also work harder.

9. Perseverance

When the going gets tough, the entrepreneurial leader perseveres. True entrepreneurs simply don't quit, they keep going till they find what they're looking for.

10. Learning

The leader not only invests significantly in learning and updating their knowledge, but they also create a learning environment in the organization encouraging others to improve their knowledge, widen their

experience, and tackle multiple challenges. They encourage employees to think outside the box and come up with creative solutions to problems.

Q5. What do you understand by super leadership and super leaders?

Ans :

Super leadership is a new form of leadership for the era of knowledge-based enterprises distinguished by flat organisational structures and employee empowerment. A super leader is one who leads others to lead themselves through designing and implementing the system that allows and teaches employees to be self-leaders.

Super leaders help each of their followers to develop into an effective self-leader by providing them with the behavioural and cognitive skills necessary to exercise self-leadership. 'Super leaders establish values, model, encourage, reward, and in many other ways foster self-leadership in individuals, teams, and wider organisational cultures.

Moreover, they will also practice a high level of innovation and creativity, when they feel a strong support from their supporting workplace.

In a broader perspective, super leadership is an effective mean of developing a shared and pervasive environment that support idea generation and creative problem-solving.

If super leaders are successful in providing strategic alignment and coaching people, they develop followers who are productive, work independently, and need only minimal attention from the super leader.

Super-leadership, sometimes also called as "self-leadership", may be defined as "the way to lead others is by leading oneself'. The main difference between traditional leadership management concept and super leadership is the main focus on followers rather than leader itself, and especially the belief of improving follower's capacity to lead who are effective self-leaders. Therefore, concisely, super leadership is the way of leading others to lead themselves.

Q6. Explain the various approaches of Super Leadership.

Ans :

According Sims and Manz (1996), for super leadership behaviour to be implemented, a leader has to adopt 10 most significant shifts from traditional approach of leadership in order to move towards super leadership approach.

1. The leader helps out the team members/ group to switch from external observation to self-observation.

2. The focus is on moving from designated goals to goals that are self-developed.

3. Organic control is exercised by team/group members' i.e., external reinforcement for task performance changes into internal reinforcement with an addition of external reinforcement for self-leadership behaviours.

4. Leadership prefers to motivation techniques not only based on external compensation but also based on the natural rewards associated with work.

5. Leader shifts the group to focus on self-criticism rather than external criticism from the organisation, which often creates bad impact upon team/group members.

6. There is a move from external problem-solving towards self problem-solving techniques.

7. There is a shift from external job assignments to self job assignments.

8. Leadership moves from external planning to self planning and from external task design to self design of tasks at step eight.

9. It focuses on any problem or issue that arises should be treated as an opportunity instead of threat by the group/team members.

10. Commitment to organisation's vision rather than its compliance only is more important that leadership needs to help the employee to create.

Having focused on to improve employee's effectiveness, self-leadership phenomenon attempts to concentrate on various issues that an organisation might come across in this era of rapid globalisation.

Supervisors and work conditions can have some sort of control mechanism in a workplace but the inner drive that initiates organic control, or intrinsic motivation to work, takes place from within the person.

It is always stressed upon that true leadership comes from within and at the end achievement streams from follow self-leadership.

Finally, the super-leader must develop an environment where employees are free to fail and improve after taking risky decisions and can learn in a true sense. However, risk must be calculated enough and apposite autonomy to fail is of vital importance. We can say that the super-leader should promote learning if the mistake took place in team/ group members. Yet again, the super-leader must exercise a balanced approach in terms of risk taking behaviours, i.e., to become aware when one can let mistakes occur or otherwise.

2.3 TRANSACTIONAL Vs TRANSFORMATIONAL LEADERSHIP

Q7. Explain about the Transactional Leadership Style.

Ans :

Meaning

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

➢   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

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.

Q8.   What are the Advantages and Dis-advantages of Transactional Leadership.

Ans :

Advantages

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.

Disadvantages

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 latters' 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 in not watching.

Q9. What do you understand by transformational leadership? Discuss its components and characteristics.

Ans :　　　　　　　　　　　　**(Dec.-21, Imp.)**

Meaning

Transformation is a process which changes and transforms people. Transformational leadership

deals with managing change. It concentrates mainly on the transforming abilities of a leader. It does not pay attention on the personal characteristics of leader or his relationship with the followers.

Transformational leaders help their organisations to face the global challenges and to bring about major and positive changes. They encourage and motivate their employees to be committed towards the shared values and shared vision. Transformational leadership is an exceptional form of influence which inspires and helps the followers to accomplish more than what is usually expected from them. These leaders are admired, respected and trusted by their followers.

Definitions

Following are the definitions of different authors and practitioners of transformational leadership.

1. **According to Elaine Marshall** "It is a process of developing the leadership capacity of an entire team. Transformational leaders inspire others to achieve what might be considered extraordinary results. Leaders and followers engage with each other, raise each other and inspire each other".

2. **According to Randy, Dobbs** following five key elements must be present in a leadership to called it transformational leadership. Such elements are as follows,

    (i) It must have the capability to build a culture.

    (ii) It must have the capability to develop esprit de corps.

    (iii) It must communicate the issues and actions.

    (iv) It must be able to change the financial results.

    (v) It must train some group of people to become transformational leader of coming future.

3. **According to Bass,** transformational leadership is a "leadership that creates valuable and positive change in the followers".

4. **According to James MacGregor Bums'** who is the introduces of transformational leadership concept, states that transformational leadership is a process in which "leaders and followers make each other to advance to higher level of moral and motivation".

Components

According to Bass and Avolio, transformational leadership has four components which are as follows.

1. **Idealised Influence**

    As the transformational leaders, have a clear vision and sense of purpose, followers trust and respects them. These leaders helps their followers to believe in their vision and makes it possible for them to accomplish more than what is expected from them.

2. **Individual Consideration**

    Transformational leaders identifies the needs of their followers and gives coaching and positive feedback to them, so that they can effectively grow and develop.

3. **intellectual Stimulation**

    Transformational leaders help their followers to implement new ideas and new techniques in their organisations.

4. **Inspiration**

    Transformational leaders inspire and motivate their followers to carry out their work with enthusiasm and achieve the goals of their organ-sations.

Characteristics of Transformational Leaders

The following are some of the characteristics of transformational leaders.

1. Transformational leaders are considered as change agents who are responsible for changing and transforming the organisations.

2. Transformational leaders are brave and courageous who undertake risks and do not resist change.

3. These leaders believe in transforming the individuals by motivating, trusting and empowering them.

4. They are long lasting learners who take their mistakes and their follower's mistakes as learning opportunities.

5. They have the capacity to deal with complexity, uncertainty and ambiguity which takes place in the organisations.

6. Transformational leaders are visionaries who believe in strong set of values.

The best example of a transformational leader is Mahatma Gandhi who uplifted the demands and aspirations of millions of individuals.

Q10. What is charismatic leadership? Explain the various characteristics of a charismatic leader.

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.

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.

Q11. Explain the model of transformational leadership in detail.

Ans :

The model of transformational leadership is depicted in the following figure,
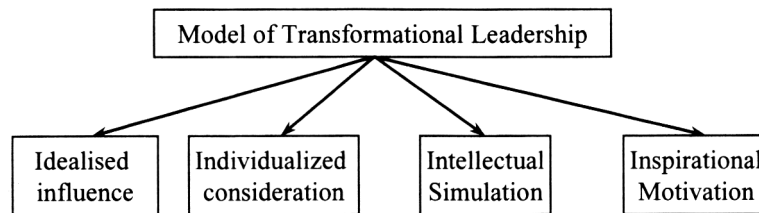

Fig. : A Model of Transformational Leadership

The model of transformational leadership consists of four factors which are showed in the above figure. The detail explanation of these factors are as follows,

1.   Idealized Influence

As the transformational leaders, have a clear vision and sense of purpose, followers trust and respects them. These leaders help their followers to believe in their vision and make it possible for them to accomplish more than what is expected from them.

The idealized influence factor can be evaluated based on the following two components,

(a)   Attributional Component

The leader's attributions or characteristics which are made by the followers based on their perception about the leader referred as attributional component.

(b)   Behavioral Component

The observation of followers about the behaviour of their leader is referred as behavioral component.

2.   Individualized Consideration

Transformational leaders identifies the needs of their followers and gives coaching and positive feedback to them, so that they can effectively grow and develop.

These kind of leadership also help the followers in overcoming their personal challenges. For instance managers of organisations may spend some time with the employees, treating each of them with care. They may give strong affiliation to some employees and specific directive to others.

3.   Intellectual Simulation

According to this factor transformational leaders help their followers to implement new and innovative ideas and techniques in the organization. They allow opportunity to the followers to become creative, innovative and challenging in their beliefs and values. This kind of approach makes the followers competent to implement their new ideas to solve the organizational issues.

For instance: A manager of Equipments, machineries or plants who allow the workers to introduce new and unique way of resolving the problems related to slow production.

4. Inspirational Motivation

Inspirational motivation or inspiration factor of transformational leadership inspires and motivates the followers to carry out their work with enthusiasm and achieve the goals of their organization. This kind of leadership enhances the team spirit among the followers.

For example: A Sales manager can be considered as a good example for this kind of leadership. Because sales manager motivates organisations sales force through encouraging words and phrases and also communicate the role played by each sales person in the success of the organization.

Q12. List out and explain the strengths, criticisms and applications of trans-formational leadership.

Ans :

Strengths

The transformational leadership has the following strengths,

1. Researched from Various Perspective

The concept of transformational leadership has emerged after conducting detailed researches from different perspective by, prominent leaders and Chief Executive Officers (CEO) of large organization. Such an advantage makes this leadership style more important than other forms of leadership.

2. Intuitive Appeal

The transformational leadership has intuitive appeal which enable people to understand the concept of leadership. Transformational leadership attract the people because it makes sense and it also appeal that a leader of people will provide a vision for their better future.

3. Provide Broader View

Transformational leadership provides a broader view of leadership compare to other leadership styles. It has a wider scope. It not only deal with the exchange of rewards but also concentrate on the follower's needs and growth.

4. Strong Emphasis on Needs and Values

It has strong emphasis on the needs, values and morals of the followers. According to Bums this kind of leadership help people to move towards higher standards of moral responsibility.

Criticisms

The transformational leadership has been criticized on the following forms,

1. Lacks Conceptual Clarity

The conceptual parameters of transfor-mational leadership are not clear, because it deals with wide range of activities including creating vision, building trust, motivating, acting as social architect and so on. This is a major limitation of trans-formational leadership.

2.   Issues of Measurement

The transformational leadership is usually measured through MLQ versions. However, in some studies MLQ has been criticized that it shows correlation between the 4 factors of transformational leadership i.e., idealized influence, inspirational motivation, intellectual simulation and individualized consideration.

3.   Considers Leadership as a Personality Trait

Transformation leadership does not consider leadership as a behaviour which people can learn. Instead it consider leadership as a personality trait or personal predisposition. Hence, it is difficult to teach people how to change their personality traits.

4.   Inappropriate Research

The linkage between transformational leaders and changes in followers and organization is not yet clearly evaluated by the researchers.

5.   Elitist and Antidemocratic

In most cases, transformational leaders play direct role in making changes creating vision and giving new direction to the followers. This may give strong impression that leader is acting independently and going above the needs of followers.

Q13. Differentiate between Transformational and Transactional Leadership.

Ans :   (Aug.-21, May-19, Imp.)

S.No.	Basis	Transformational Leadership	Transactional Leadership
1.	Deals with	Transformational leadership mainly deals with influencing, changing and transforming the individuals in an organization.	Transactional leadership mainly deals with the transactions which takes place between a leader and his followers.
2.	Nature	Transformational leaders have influencing, motivating and charming nature.	Transactional leaders are job and reward oriented, well organized and complaisant.
3.	Work	Transformational leaders works to alter the prevailing culture.	Transactional leaders work within the prevailing culture.
4.	Alternative name	It is also called as charismatic leadership.	It is also called as 'contingent reward leadership'.
5.	Objective	It helps the followers to know about the problems existing in the current system and provides a vision portraying 'what an organization should be'.	It maintains a steady organization by using financial and social rewards in exchange for the achievement of objectives of leaders and their followers.
6.	Focus	In transformational leadership focus is on vision and strategies.	In transactional leadership, focus is on tactical issues.
7.	Useful	It successfully creates knowledge which is jointly used by the followers at both individual and group level.	It is more useful in utilizing the knowledge at an organizational level.

Q14. Compare and contrast Transformational Leadership and Charismatic Leadership focus.

Ans :   **(Oct.-20, Imp.)**

S.No	Basis	Transformational Leadership	Charismatic Leadership
1.	Meaning	Transformational leadership is a leadership where a leader approaches his followers with an aim of exchanging one thing for the other.	A leadership which has a charismatic effect on the individuals is considered as charismatic leadership,
2.	Nature	Charisma is a necessary component of transformational leadership.	A leader can be charismatic but not transformational.
3.	Number of leaders	An organization can have many transformational leaders as they can emerge from different leaders of organization.	Charismatic leaders are few in number and are emerged at the time of crisis.
4.	Different levels	Transformational leaders are found at every level of the organization	Charismatic leaders are very rare in the organization.
5.	Importance	Transformational leaders gives some power to the followers and make them less dependent on the leader.	Charismatic leaders deals mainly with sorting an image of extra-ordinary and effective leader.
6.	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 leader performs functions like impression management personal risk taking, information restriction and unconventional behaviour.
7.	Changes	Transformational leaders bring major changes in an organization	Charismatic leaders inspire people but they doesn't bring any change in the organization.'

2.4 TRIAT AND PATH – GOAL THEORIES OF LEADERSHIP

Q15. Briefly describe various theories of leadership.

Ans :

1. Trait Theory

Trait is defined as relatively enduring quality of an individual. The trait approach seeks to determine 'what makes a successful leader' from the leader's own personal characteristics. From the very beginning, people have emphasised that a particular individual was a successful leader because of his certain qualities or characteristics. Trait approach leadership studies were quite popular between 1930 to 1950. The method of study was to select leaders of eminence and their characteristics were studied. It was the hypothesis that the persons having certain traits could become successful leaders.

2.   Behavioural Theory

Behavioural theory of leadership emphasises that strong leadership is the result of effective role behaviour. Leadership is shown by a person's acts more than by his traits. Researchers exploring leadership role have come to the conclusion that to operate effectively, groups need someone to perform two major functions: task-related functions and group maintenance functions. Task-relatedJunctions, or problem-solving functions, relate to providing solutions to the problems faced by the group, in performing jobs and activities. Group maintenance Junctions, or social functions, relate to actions of mediating disputes and ensuring that individuals feel valued by the group. An individual who is able to perform both roles successfully would be an effective leader. These two roles may require two different sets of behaviour from the leader, known as leadership styles.

Leadership behaviour may be viewed in two ways: functional and dysfunctional. Functional behaviour influences followers positively and includes such functions as setting clear goals, motivating employees for achieving goals, raising the level of morale, building team spirit, effective two-way communication, etc. Dysfunctional behaviour is unfavourable to the followers and denotes ineffective leadership. Such a behaviour may be inability to accept employees' ideas, display of emotional immaturity, poor human relations, etc.

3.   Situational Theory

Situational leadership approach was applied, for the first time in 1920 in the armed forces of Germany with the objective to get good generals under different situations. In the business organisations, much emphasis on the leadership researches was placed on the situations that surrounded the exercise of leadership since early 1950s.

The prime attention in situational theory of leadership (also known as contingency theory) is given to the situation in which leadership is exercised. Therefore, effectiveness of leadership will be effected by the factors associated with the leader and factors associated with the situation.

Q16. Write about Trait Approach Theory of Leadership.

Ans :

Trait theory is a traditional approach to the theory of leadership. According to these theories, it is thought that a leader has specific trait of mind and intelligence. These special qualities of head and heart generally include mental capacities and morale qualities. The trait theory holds the view that successful leader possess these basic qualities and these are inherited rather than acquired. Out of this approach, came the popular belief that "Leaders are Born and not Made".

Trait theory of leadership is based on the assumption that people are born with inherited traits and some traits are particularly suited to leadership. People who make effective leaders have the right (or sufficient) combination of traits and great leaders has some common personality characteristics. Trait theories help in identifying traits and dispositions that are helpful when leading others.

There have been many different studies of leadership traits and attention was put on discovering these traits, often by studying successful leaders, but with the underlying assumption that if other people could also be found with these traits, then they, too, could also become great leaders. Some of the most popular trait theories are as follows:

A.   Stogdill's trait factors, and

B.   Ghiselli's personal traits.

A)   Stogdill's Trait Factors

In the late 1940s, Ralph Stogdill reported on the basis of at least fifteen studies that leaders possess intelligence, scholarship, dependability in exercising responsibilities, activity and social participation and socio-economic status. He also found traits such as sociability, persistence, initiative, knowing how to get things done, self-confidence, alertness, insight, cooperativeness, popularity, adaptability and verbal facility in ten leadership studies. Persons who are leaders

are presumed to display better judgment and engage themselves in social activities. The study of the lives of successful leaders reveals that they possessed many of these traits. Some of the important traits of an effective leader are discussed below:

1.   Intelligence

This trait seems to hold up better than any other. Leaders generally have some what higher level of intelligence than the average of their followers. They possess the ability to think scientifically, analyse accurately and interpret clearly and precisely the problems before them in terms of different aspects and perspectives.

2.   Physical Features

Physical characteristics and level of maturity determine personality of an individual, which is an important factor in determining success of leadership. Height, weight, physique, health and appearance of an individual are important for leadership to some extent.

3.   Inner Motivation Drive

Leaders have relatively intense achievement type motivational drives. They have the inner urge to keep accomplishing something. To initiate suitable activities at proper time is the habit of a leader. He works hard more for the satisfaction of inner drives than for extrinsic material rewards.

4.   Maturity

Leaders generally have broad interests and activities. They are emotionally mature and have balanced tempera-ments avoiding menacing so that they may not become thoughtless victims of the circumstances. They also have high frustration tolerance.

5.   Vision and Foresight

A leader cannot maintain his influence unless he exhibits his trait of looking forward well in advice and imagination for handling his followers. So he should imaginatively visualise tends and devise his polices and programmes with foresight based on logical programmes.

6.   Acceptance of Responsibility

A reliable leader is one who is prepared to shoulder the responsibility for the consequences of any steps he contemplates or takes. He is always aware of the duties and obligations associated with the position he holds.

7.   Open-Mind and Adaptability

A leader is ready to absorb and adopt new ideas and views of others as may be demanded by the situation. He is not critical of others. He is prepared to accommodate others' viewpoints and modify his decision, if need be. Flexibility is another name for open-mindedness, which makes the leader more identified with the group.

8.   Self-Confidence

A good leader has conceptual clarity about the things he is going to do. He has confidence in himself whenever he initiates any course of action. Self-confidence is essential to motivate the followers and boost up their morale.

9.   Human Relations Attitude

A good leader is thoughtful of the followers as his success as a leader largely depends on the cooperation of the people. Thus, a successful leader possesses the human relations attitude. He always tries to develop social understanding with other people. He approaches various problems in terms of people involved more than in terms

of technical aspects involved. He is constantly busy in achieving the voluntary cooperation of the followers.

10. Fairness of Objectivity

A good leader is fair and objective in dealing with subordinates. He must be free from bias and prejudice while becoming emotionally involved with the followers. Honesty, fairplay, justice and integrity of character are expected of any good leader.

B)   Ghiselli's Personal Traits

Edwin Ghiselli has conducted extensive research on the relationship between personality and motivational traits and leadership effectiveness. He has identified the following six traits, in order of importance, as being significant traits for effective leadership :

1. **Supervisory Ability:** Getting the job done through others.

2. **Need for Occupational Achievement:** Seeking responsibility and having the motivation to work hard to succeed.

3. **Intelligence:** The ability to use good judgement and clear reasoning.

4. **Decisiveness:** The ability to solve problems and make decisions competently.

5. **Self-Assurance:** Viewing oneself as capable of coping with problems and behaving in a manner that shows others that one has self-esteem.

6. **Initiative:** Self-starting, or being able to get the job done with a minimum of supervision from one's boss.

The problem with Ghiselli's research is that several of the traits are interdependent and there is no indication of how much of any trait a person should have to be an effective leader.

Q17. Explain Big Five personality traits.

Ans :

The 'Big Five' is the commonly used term for the model of personality which describes the five fundamental factors of personality. Big five factors have been replicated in studies across the world.

According to the Five Factor taxonomy, there are five major personality traits:

(i)   Neuroticism

The first major personality trait is Neuroticism and can be described as the tendency to experience negative emotions, notably anxiety, depression and anger. Neurotic individuals can be characterised by their tendency to experience anxiety, as opposed to the typically calm, relaxed personalities of low Neuroticism or emotionally stable individuals. The primary facets of Neuroticism are anxiety, angry hostility, depression, self-consciousness, impulsiveness and vulnerability.

(ii) Extraversion

The second major personality dimension is Extraversion which refers to high activity, the experience of positive emotions, impulsiveness, assertiveness and a tendency towards Social behaviour. Conversely, low Extraversion or Introversion is characterised by rather quiet, restrained and withdrawn behavioural patterns. The primary facets of Extraversion are warmth, gregariousness, assertiveness and activity, excitement-seeking and positive emotions.

(iii) Openness to Experience

A third dimension, Openness to Experience, represents the tendency to engage in intellectual activities and experience new sensations and ideas. This factor is also referred to as Creativity, Intellect and Culture. It comprises the

primary facets of fantasy, aesthetics, feelings, actions, ideas and values. In a general sense, Openness to Experience is associated with intellectual curiosity, aesthetic sensitivity, vivid imagination, behavioural flexibility and unconventional attitudes. People high on Openness to Experience tend to be dreamy, imaginative, inventive and non-conservative in their thoughts and opinions. Poets and artists may be regarded as typical examples of high Openness scorers.

iv) **Agreeableness:** A fourth factor, Agreeableness (also known as Sociability), refers to friendly, considerate and modest behaviour. Thus, agreeableness is associated with a tendency towards friendliness and nurturance and comprises the primary facets of trust, straightforwardness, altruism, compliance, modesty and tender-mindedness. Agreeable people can thus be described as caring, friendly, warm and tolerant and have a general predisposition for pro-social behaviour.

v) **Conscientiousness:** Conscientiousness is associated with pro-activity, responsibility and self-discipline. This factor includes the primary facets of competence, order, dutifulness, achievement striving, self-discipline and deliberation. Conscientious individuals are best identified for their efficiency, organisation, determination and productivity. No wonder, then, that this personality dimension has been reported to be significantly associated with various types of performance.

Q18. What are the strengths, criticisms and applications of trait theory/approach?

Ans :

Strengths

The trait leadership theory or 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.

Applications

The application of trait theory/approach are given below,

1. Trait approach can be used by the individuals of 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 helps people in identifying their strengths, weaknesses 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.

Q19. "Leaders are born" leaders can be made which is correct". Give reasons for it.

Ans :   (May-19, Imp.)

There has been a lot of research studies Ted on the statements "leaders are born" and leaders can be made". Many years of research studies had concluded that leadership qualities can be learned and practiced over a time period. Thus, in my opinion, the statement. "Leaders can be made is correct".

According to behavioral scientist, anyone can become a leader by understanding, observing, learning and practicing leadership qualities.

Present day business leaders possess leadership qualities such as honestly, integrity, self confidence, networking skills, ability to motivate, inspire, guide, mentor and motivate their followers. Other important leadership qualities include good interpersonal communication skills, intelligence, prompt and objective decision making of team building skills strategic planning, effective problem solving skills, etc. Research studies have proved beyond doubt that all the above mentioned leadership qualities can be learned through keen observation and regular practice. Therefore the statement "leaders can be made" is more accurate and correct.

Q20. Explain briefly about the Path-Goal theory.

(OR)

Explain Path-Goal theory of leadership in detail.

Ans :   (Aug.-21, 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 leaders provide subordi-nates 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).
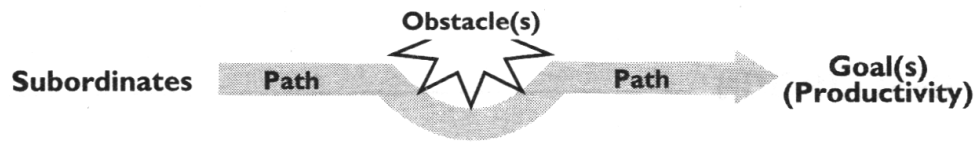
Path–Goal Leadership

- Defines goals
- Clarifies path
- Removes obstacles
- Provides support

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.

Q21. What are the Components of path-goal theory.

Ans : (Aug.-21, Imp.)

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.
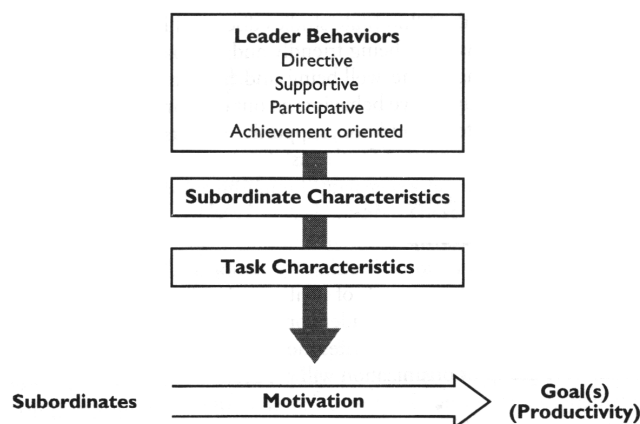

Fig. : Major Components of Path-Goal Theory

(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. 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 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 subordi-nates. 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 sub-ordinates 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. Subordi-nates 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 subordi-nates 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 leader-ship 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 sub-ordinates 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.

Q22. What are the Strength, Criticism and Applications of Path Goal Theory?

Ans :   **(Aug.-21, Imp.)**

Strengths of path goal theory

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 of path goal theory

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.

Q23. Compare path goal theory with behavioural theory of leadership.

Ans :   **(Dec.21, Imp.)**

S.No.	Basis	Path Goal Theory	Behavioural Theory
1.	**Meaning**	The particular theory which explains about how leaders can motivate their sub-ordinates to achieve the desired goals is known as Path Goal Theory of leadership.	The particular theory which explains about the behaviour and differences of leaders from other people is known as Behavioural Theory of leadership.
2.	**Developed**	It was developed by Martin Evans and Robert House.	It was developed by Robert Bake and Dr. Jane Mouton.
3.	**Derived**	It was derived from expectancy theory.	It was derived from trait theory.
4.	**Types**	It includes various types of leaders such as Instrumental leaders, Supportive leaders, Participative leaders, Achievement-oriented leaders etc.	It includes various types of leaders such as Task oriented leaders, People-oriented leaders, Status-quo leaders, Dictatorial leaders etc.
5.	**Purpose**	Its basic purpose is to help, guide, direct and coach the sub-ordinates to reach their goals.	Its basic purpose is to show how leaders combine two kinds of behaviours to influence followers and efforts to achieve their goals.
6.	**Criticism**	It is a complex theory that includes various aspects of leadership or interrelated sets of assumptions which makes it difficult to use.	It is not useful for training and development of leaders.

Short Question and Answers

1. Define Participative Style of Leadership

Ans :

In participative leadership style, leaders allow the group members to take part in decision making. This type of leadership style is mainly characterised by involvement of employees in decision-making.

A participative leader consults with the subordinates, obtains their ideas and opinions and considers their suggestions at the time of decision making. These leaders work along with their employees for solving their problems and does not supervise them.

Participative leadership style includes different types of behaviours which are classified into three types.

(i) Consultative Leadership Style

In this type of leadership style, leaders meet with their group members and discuss with them, before making a final decision. But, the right to decision making will remain with the leader. These leaders take into consideration, the opinions and ideas of their group members and depending on this, he takes the decisions. The leader has a serious concern for the employees suggestions.

(ii) Consensus Leadership Style

In this type of leadership style, a leader makes a decision only after considering the opinions of his employees. The leader here, gives more importance to group discussions. The decisions taken by the leaders are sustained and supported by all their team members. The final decision will be taken only when all the employees involved agree with the decision. The leader meets the employees for discussing the decision problem and then makes a decision along with them.

(iii) Democratic Leadership Style

In this type of leadership style, the right to make decisions rests with the group members. The leader gives the needed authority to an individual or group for taking a decision. The time limit within which the decision has to be taken is given by the leader and the group has to take the decision within that time limit.

2. What do you understand by transformational leadership?

Ans :

Meaning

Transformation is a process which changes and transforms people. Transformational leadership deals with managing change. It concentrates mainly on the transforming abilities of a leader. It does not pay attention on the personal characteristics of leader or his relationship with the followers.

Transformational leaders help their organisations to face the global challenges and to bring about major and positive changes. They encourage and motivate their employees to be committed towards the shared values and shared vision. Transformational leadership is an exceptional form of influence which inspires and helps the followers to accomplish more than what is usually expected from them. These leaders are admired, respected and trusted by their followers.

Definitions

Following are the definitions of different authors and practitioners of transformational leadership.

1. According to Elaine Marshall "It is a process of developing the leadership capacity of an entire team. Transformational leaders inspire others to achieve what might be considered extraordinary results. Leaders and followers engage with each other, raise each other and inspire each other".

2. **According to Randy, Dobbs** following five key elements must be present in a leadership to called it as transformational leadership. Such elements are as follows,

   (i) It must have the capability to build a culture.

   (ii) It must have the capability to develop esprit de corps.

   (iii) It must communicate the issues and actions.

   (iv) It must be able to change the financial results.

   (v) It must train some group of people to become transformational leader of coming future.

3. **According to Bass,** transformational leadership is a "leadership that creates valuable and positive change in the followers".

4. **According to James MacGregor Bums'** who is the introduces of transformational leadership concept, states that transformational leadership is a process in which "leaders and followers make each other to advance to higher level of moral and motivation".

3. Define Super Leadership.

Ans :

Super leadership is a new form of leadership for the era of knowledge-based enterprises distinguished by flat organisational structures and employee empowerment. A super leader is one who leads others to lead themselves through designing and implementing the system that allows and teaches employees to be self-leaders.

Super leaders help each of their followers to develop into an effective self-leader by providing them with the behavioural and cognitive skills necessary to exercise self-leadership. 'Super leaders establish values, model, encourage, reward, and in many other ways foster self-leadership in individuals, teams, and wider organisational cultures.

Moreover, they will also practice a high level of innovation and creativity, when they feel a strong support from their supporting workplace.

In a broader perspective, super leadership is an effective mean of developing a shared and pervasive environment that support idea generation and creative problem-solving.

If super leaders are successful in providing strategic alignment and coaching people, they develop followers who are productive, work independently, and need only minimal attention from the super leader.

4. Define Autocratic Style of Leadership.

Ans :

In the autocratic leadership style, the leaders take the decisions by themselves. Leaders are very confident in decision making and they feel that the group members should act accordingly. Autocratic leaders mainly concentrate on completing the task, so they are regarded as task oriented leaders. They set clear standards of performance and dictate various aspects by framing rules and regulations for their group members.

Thus, an autocratic leader makes independent decisions, instructs and informs the employees about their tasks and carefully supervises them. In this type of leadership style, the employees do not have freedom to participate in decision making unlike participative leadership style

5. Define Leadership style.

Ans :

The essence of leadership style is the traits, skills and behaviours which the leaders use while communicating with their followers. Behavior is regarded as the most important element of leadership style, as it is the behavior which distinguishes a leader from other persons. So, leadership style consists of the behavioural pattern of an individual who tries to influence others. Leadership style includes two types of behaviours, task related and relationship related behaviours. Task related leadership style is concerned with

accomplishment of task whereas relationship related leadership style is concerned with developing close interpersonal relationships.

Types of leadership Styles

The different types of leadership styles are,

1. Autocratic style of leadership

2. Participative style of leadership

3. Free-rein style of leadership.

6. Define Free-rein Style of Leadership.

Ans :

Free-rein leadership style is also known as "Laissez Faire" - a French word meaning "do not interfere". The free-rein leader delegates complete authority to their employees. These types of leaders do not take-up any responsibility, take lot of time for decision-making and do not give any feedback to their employees. This style of leadership is mostly suitable for the employees who seek motivation and experience to do work. These employees are self-sufficient and do not need any help or emotional support from their leaders.

7. Entrepreneurial leadership.

Ans :

Meaning

Entrepreneurial leadership is a type of leadership that consists of actions towards establishment of a business at the individual level action towards following the innovations at the organizational level and actions towards benefiting from the opportunities that are distinguished at the marked level".

Definition

According to Roebuck, (2004), entre-preneurial leadership is defined as " Organizing a group of people to achieve a common goal using proactive entrepreneurial behaviour by optimising risk, innovating to take advantage of opportunities, taking responsibility and managing change within a dynamic environment for the benefit of an organization".

Entrepreneurial leadership refers to a leadership where a leader has key characteristics such as, a leader who has the risk taking abilities, analyzing the opportunities, being strategic, productive, innovate and interchanging. In other words, it is the entrepreneurship status of a leader. The success and failure of the business depends on the effective leadership skills. Thus, entrepreneurial leadership is one of the effective leadership skills.

8. Transactional Leadership Style.

Ans :

Meaning

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.

9. What is charismatic 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.

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.

10. Trait Theory

Ans :

Trait is defined as relatively enduring quality of an individual. The trait approach seeks to determine 'what makes a successful leader' from the leader's own personal characteristics. From the very beginning, people have emphasised that a particular individual was a successful leader because of his certain qualities or characteristics. Trait approach leadership studies were quite popular between 1930 to 1950. The method of study was to select leaders of eminence and their characteristics were studied. It was the hypothesis that the persons having certain traits could become successful leaders.

11. Behavioural Theory

Ans :

Behavioural theory of leadership emphasises that strong leadership is the result of effective role behaviour. Leadership is shown by a person's acts more than by his traits. Researchers exploring leadership role have come to the conclusion that to operate effectively, groups need someone to perform two major functions: task-related functions and group maintenance functions. Task-related Junctions, or problem-solving functions, relate to providing solutions to the problems faced by the group, in performing jobs and activities. Group maintenance Junctions, or social functions, relate to actions of mediating disputes and ensuring that individuals feel valued by the group. An individual who is able to perform both roles successfully would be an effective leader. These two roles may require two different sets of behaviour from the leader, known as leadership styles.

Leadership behaviour may be viewed in two ways: functional and dysfunctional. Functional behaviour influences followers positively and includes such functions as setting clear goals,

motivating employees for achieving goals, raising the level of morale, building team spirit, effective two-way communication, etc. Dysfunctional behaviour is unfavourable to the followers and denotes ineffective leadership. Such a behaviour may be inability to accept employees' ideas, display of emotional immaturity, poor human relations, etc.

12. Strengths of path goal theory

Ans :

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.

13. Applications of path goal theory

Ans :

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.

Choose the Correct Answers

1. Leadership is a process by which an executive can _____ .   [d]
    (a) Direct   (b) Guide
    (c) Influence   (d) All

2. Leadership is a function of management which helps to _____ .   [d]
    (a) Accomplish   (b) Maximise efficiency
    (c) Initiate the action   (d) A and C

3. Functions of leadership includes _____ .   [d]
    (a) Setting goals   (b) Development
    (c) Management   (d) None

4. Early Leadership trait research looked to find characteristics that might   [d]
    (a) distinguish ordinary leaders from great leaders
    (b) define charisma
    (c) identify the physical traits of leaders
    (d) differentiate leaders from non leaders

5. Leaders are _____ .   [a]
    (a) Individual people, while leadership is a process.
    (b) the first step in the leadership process
    (c) individual people who study the leadership process
    (d) the final step in the leadership process Answer: A

6. If a trait theory of leadership were true, then all leaders would possess _____. [b]
    (a) Charisma   (b)   the same traits
    (c) Different traits   (d) Seven traits

7. The most successful early trait theories focused on _____ .   [c]
    (a) traits of famous leaders
    (b) traits of followers
    (c) traits associated with leadership
    (d) traits with distinguish leaders from nonleaders

8. The promise of behavioral theories of leadership held that this would be possible. [b]
    (a) picking a leader out of the crowd
    (b) being able to train a person to be a leader
    (c) explaining why successful leaders are so successful
    (d) Eliminating ineffective leaders

9.   Which leadership style tends to centralize authority and make unilateral decisions?   [b]

     (a)   cultural style   (b)   autocratic style

     (c)   democratic style   (d)   laissez-faire

10. The lowa studies indicated that this was the most successful leadership style.   [d]

     (a)   autocratic

     (b)   laissez-faire

     (c)   comination of autocratic and laissez-faire

     (d)   democratic

Fill in the Blanks

1.   The transactional style of leadership was first described by _____ in 1947

2.   _____ is a traditional approach to the theory of leadership.

3.   _____ have relatively intense achievement type motivational drives.

4.   _____ theory is about how leaders motivate subordinates to accomplish designated goals.

5.   _____ characteristics determine how a leader's behavior is interpreted by subordinates in a given work context.

6.   _____ also have a major impact on the way a leader's behavior influences subordinates' motivation.

7.   _____ leaders typically make choices based on their own ideas and judgments and rarely accept advice from followers.

8.   Democratic leadership, also known as _____ .

9.   Laissez-faire leadership, also known as _____ .

10. _____ is the leader who totally truts their employees / team to perform the job themselves.

ANSWERS

1.   Max Weber

2.   Trait theory

3.   Leaders

4.   Path-goal

5.   Subordinate

6.   task characteristics

7.   Autocratic

8.   Participative Leadership

9.   Delegative Leadership

10. Laissez Faire leadership style

ORGANISATIONAL CHANGE :

Types and forces of change, Framework for change management. Proactive change and reactive change. Elements of planned change. Action research model. Individual and organisational barriers to change management and overcoming the barriers to change management.

3.1 ORGANIZATIONAL CHANGE

Q1. Define change. Explain the importance of change.

(OR)

What do you mean by change.

Ans : (Aug.-21)

Definitions

(i) **According to Fincham and Rhodes,** change management is defined as, "the leadership and direction of the process of organizational transformation, especially with respect to human aspects and overcoming resistance to change".

(ii) In simple words, Change is defined as, "to make or become different, give or begin to have a different form".

Change is an unavoidable characteristic and reality of life which is managed by the individuals, groups and organizations regularly so as to survive. It is a managing process and involves shifting from the existing state to a desired state of an individual group or organization which arises in response to active internal and external factors which change the present realities.

Importance

The importance of change can be explained with help of the following points,

1. Objective Setting and Competitive Advantage

Change plays an important role towards setting objectives of a company. In order to survive in the ever changing environment, the organizational goals should be framed according to the existing environmental conditions of the market. Change is important for effective objective setting and suitable strategy formulation. In addition to this, it also helps in attaining competitive advantage over the organizations competitors.

2. Environmental Study

Organizations need to study and understand the external environmental conditions to built healthy relationships with customers, government and the society. Change management helps the organizations in obtaining a better understanding of the environment. It helps the managers in initiating suitable programmes or campaigns and undertake other appropriate measures for establishing strong relationships with the society and government.

3. Employees Training and Performance

Change affects the entire organization from top to bottom. It requires the employees 'working at various levels to adapt the change. The employees are trained to be able to enhance their performance during the change. Thus change helps the organization to become reliable, improve performance and enhance the skills and abilities of employees.

Q2. What is Organizational Change? Explain the reasons for change.

Ans :

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

Q3. Explain the nature of organizational change.

Ans :

The term change refers to an alteration in a system whether physical, biological, or social. Thus, organisational change is the alteration of work environment in organisation. It implies a new equilibrium between different components of the organisation—technology, structural arrangement, job design, and people. Thus, organisational change may have following features:

1. When change occurs in any part of the organisation, it disturbs the old equilibrium necessitating the development of a new equilibrium. The type 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 organisation 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 equilibrium; others, which are major ones may require special change efforts.

Q4. Describe various characteristics of organizational change.

Ans :

The characteristics of organizational change are as follows,

1. Resultant of Stress

It occurs whenever there is pressure within the organization. The external and internal factors such as technology, social changes, marketing conditions, nature of workforce,

change in managerial personnel etc leads to stress. It disturbs the stability and environmental conditions of the organization.

2.   Proactive or Reactive

Change can be proactive or reactive in nature based on the type of factor causing pressure. The change which is occurred as a result of pressure of internal factors is called proactive change. The management causes such a change to improve organizational efficiency. Whereas the change which is occurred as a result of pressure of external factors is called reactive change.

3.   Unavoidable

It is unavoidable and unpreventable. Any change in the business environment definitely affects on organization. It cannot prevent changes in the business environment from affecting the organization. It is essential for the growth and development of the organization.

4.   Continuity

It is a continuous process. Due to various internal and external factors, change occur continuously in the business environment. Organizations change their business policies and strategies continuously to expand their business and gain competitive advantage against their rivals.

5.   Compulsory

It is an essential activity which affects the organization. Every organization must deal with change either by planning a change or by reacting to a change. It is necessary for the survival of the organization in the ever-changing business environment.

6.   Influences All Factors

It influences all factors of an organization such as technology, personnel, necessary, organizational structure etc are affected by the changes occurring within an organization.

Q5.   What is change management? State its objectives.

Ans :   (Aug.-21, Imp.)

Definition

According to Fincham and Rhodes, The change management is defined as "the leadership and direction of the process of organizational transformation, especially with respect to human aspects and overcoming resistance to change".

Objectives

The main objectives of change management are as follows,

1.   To check changes in personnel, operations and facilities of an organisation.

2.   To make optimum utilisation of employee's productivity.

3.   To increase the opportunities provided by the proposed change.

4.   To make employees participate in the change process and to make them ready for change.

5.   To encourage and prepare the employees to achieve strategic vision and goals.

6.   To minimize the destructive outcomes of change.

3.2 TYPES OF CHANGE

Q6.   Explain different types of changes.

(OR)

What are the various types of change?

Ans :   (Dec.-21, Imp.)

There are different types of change and each type requires different strategies and plans to implement change effectively. Understanding of the nature of change helps in formulating appropriate strategy for their implementation. The main types of changes are as follows:

(i)   Developmental Change

These changes enhance or rectify existing aspects of an organisation. It is connected with

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improvement in process, methods or performance standards of the organisation. These types of changes are very necessary to remain in competition. In this type of change the employees are trained in the new techniques.

(ii) Transitional Change

This type of change replaces existing processes or procedures with something that is completely new. The period during which an old process is being changed into a new is called as the transitional phase. It is more challenging to implement transitional change than developmental change.

(iii) Transformational Change

It is also known as radical, fundamental or quantum change. This occurs after the transition period. They may involve both developmental and transitional change. These changes involve the whole or larger part of the organisation. The change is related with shape, size, structure, processes, culture and strategy of the organisation. This change takes time to occur and requires a shift in assumptions of the organisation and its members.

(iv) Incremental Change

They are directed towards any unit, subunit or part of the organisation. They are just opposite to the transformational changes and adaptive in nature. It is said that a failed incremental change causes less harm to the organisation as it is related with only a part of the organisation.

(v) Planned Change

When the change is, a product of conscious reasoning and actions and is deliberate it is known as planned change. It occurs when manager recognises the need for major change and plans according to it. It is qualitative in nature. While thinking of planned change the manager must communicate the vision to each and every

one involved in the change process and establish the support elements that are necessary for the success of change.

(vi) Unplanned Change

They usually, occur due to some major or sudden surprise to the organisation. It is also known as emergent or reactive change. They are generally imposed by some external factors or internal features and are beyond the control of management. They leads to high disorganisation.

3.3 FORCES OF CHANGE

Q7. What are the various Forces of Change.

Ans :   **(Dec.-21, Imp.)**

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 of Change

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 tastes 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.
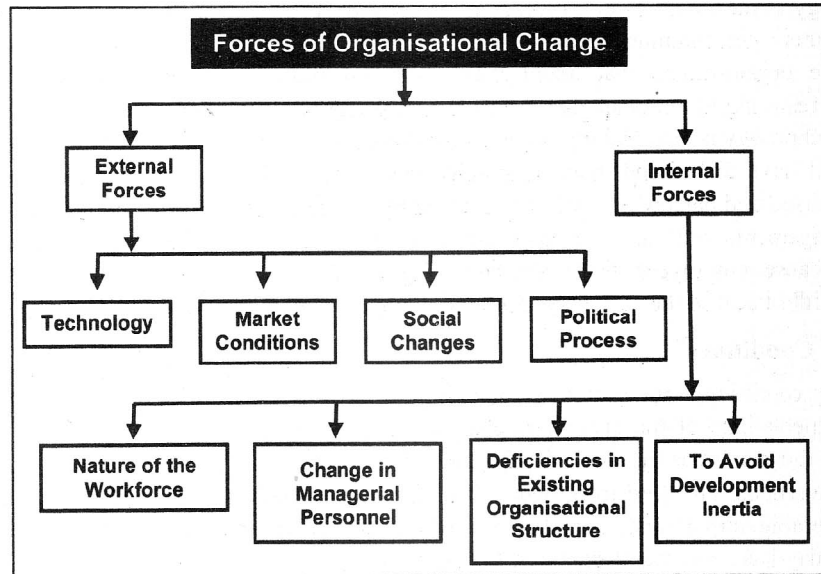
2. Marketing Conditions

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 of change

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 Organizational 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.

3.4 FRAMEWORK FOR CHANGE MANAGEMENT

Q8. Explain the framework of change management.

Ans :   **(Oct.-20, May-19, Imp.)**

The framework of change management involves the following steps,

Step-1: Developing of New Objectives and Goals

The first step in change management is developing new objectives and goals. The managers should identify the outcome that are going to achieve by them. It may include new set of goals and objectives or modification of past goals due to change in internal and external environment.

Step-2: Selection of An Agent

Once the objectives and goals are developed, the management should decide who is going to initiate and monitor the change. The duty can be assigned to the manager or services of consultants and specialists can be outsourced for suggestion and monitoring of change process.
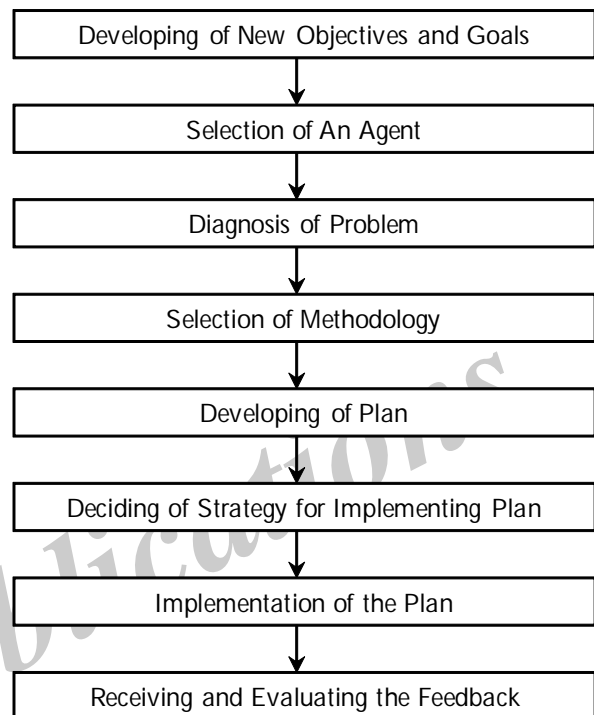
Step-3: Diagnosis of Problem

The third step in change management is diagnosis of problem. All the relevant data related with the area or the problem needs to be gathered. The data should be analyzed in order to point out the key issues. After the key issues are identified, the solutions can be focussed on these issues.

Step-4: Selection of Methodology

Once a problem is diagnosed, it is important to select a methodology for change. The methodology should be correct and acceptable to all. Emotions of members should be considered while devising the methodology.

Step-5: Developing of Plan

The next step is to work out the plan. It is important for the management to decide what activities are to be done.

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┌─────────────────────────────────────────┐
│ Developing of New Objectives and Goals   │
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│        Selection of An Agent              │
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│        Diagnosis of Problem               │
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│      Selection of Methodology             │
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│ Deciding of Strategy for Implementing Plan│
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│      Implementation of the Plan           │
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│   Receiving and Evaluating the Feedback   │
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Step-6: Deciding of Strategy for Implementing Plan

After a plan is developed, a right strategy needs to be decided for implementing the plan. The management should decide on the "how", when and "where" of the plan. This includes when is the right time to put the plan to work, how the plan is going to be communicated to workers and how implementation of plan should be monitored.

Step-7: Implementation of the Plan

After a right strategy is decided, the next step is to implement or put a plan into action. This may take in the form of an announcement, briefing session or in house seminars. This is necessary in order to get acceptance from all members associated with the change.

Step-8: Receiving and Evaluating the Feedback

Receiving and evaluating the feedback is the

last step in change management. Evaluating involves comparing of actual outcome with the target goals. A feedback confirms whether a goal is achieved or not. This help in taking corrective measures in case any deviation occurs between the target goals and the actual outcomes.

3.5 REACTIVE AND PROACTIVE CHANGE

Q9. **Explain the concept of Reactive and Proactive Change.**

Ans :

(i) Reactive Change

A reactive change is undertaken when it is pressed by some factors, either external or internal to the organisation. Most of the organisations which believe in traditional pattern of working often go for reactive change. These organisations introduce certain methods or systems when they are forced for that. For example, many organisations which were in manufacturing business did not care to install pollution control devices; they did only when they were forced by the Government. Same is the case with the adoption of many schemes for employees.

(ii) Proactive Change

Proactive change is brought out of the anticipation of the likely behaviour of the forces having impact on the organisation. Such organisations are known as prospectors which constantly interact with their environment to identify new opportunities and threats. Before these opportunities or threats force them to change, they incorporate the required change. Many organisations undertake change programmes on regular basis in order to avoid developing inertia of inflexibility. Conscious managers view that their organisations should be dynamic because a single method is not the best tool of management at every time. Thus, changes are incorporated so that the people develop liking for change and there is no unnecessary resistance when major change in organisation is brought up.

Q10. **State the differences between proactive change and reactive change.**

Ans :   (Dec.-21)

S.No.	Basis	Proactive Change	Reactive Change
1.	Meaning	Proactive change is introduced by an organization when certain forces urges them that a change is desirable.	Reactive change takes place when certain forces consider change as essential to be implemented.
2.	Need	It is desirable.	It is necessary.
3.	Behaviour	It involves purposive behaviour.	It involves a reflexive behaviour.
4.	Coverage	It co-ordinates the different parts of the system as a whole.	It covers a limited part of the system.

3.6 ELEMENTS OF PLANNED CHANGE

Q11. **Define planned change. What are the elements of planned change.**

Ans :   (Dec.-21, Imp.)

Planned organizational change is defined as the process of changing the whole organizational functioning or some of its important parts for bringing improved effectiveness. It is a type of developmental

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change which is taken by the firms for enhancing their present operating conditions. This type of change is a calculated change which helps the firm in attaining a desired output or performance and makes the firm responsive towards external and internal demands.

Elements

1.   Outcome

It is the first element of planned change. Change can be considered as facilitation or realization of outcomes. Initiators at the beginning of the process may have some idea of outcome which they are going to achieve, even though there are chances of change during the change process.

2.   History

It is the second element of planned change. It is mainly considered as the starting point, because an organization seeks change due to an event taken place in the past. It is necessary for change agent to determine this cause by analyzing the context, triggers and philosophies around the history of the organization. Therefore, all these factors influence the change idea.

3.   Actor

It is the third element of planned change. Actors play an important role during the course of a change process. Some of the roles played by actors are, initiator, sponsor, supporter, champion, implementer or change victim.

4.   Phases

It is the fourth element of planned change. A long term change process can be divided into some manageable parts and the phases begin with diagnosis to development of a change strategy. After this, it continues with the intervention planning and then followed by various interventions. The number and order of interventions are defined under the intervention plan.

5.   Communication

It is the fifth element of planned change. In order to carry out the change phases, the change agent must utilize the communication and sense making element.

6.   Steering

It is the final element of planned changed. Steering keeps the change process on a right track by making someone to monitor the results and progress of the intervention. The most important aspect of steering is feedback.

Q12. Explain the factors involved in planned change.

Ans :

1.   Technology-related Changes

Technology refers to the sum total of knowledge providing ways to do things. It may include inventions and techniques which affect the way of doing things, Aflat is designing, producing, and distributing products. Technology-related changes may include:

1.   Changing problem-solving and decision-making procedures;

2.   Introduction of automated data processing devices like computers to facilitate managerial planning and control; and

3.   Change in methods of production like conversion of unit production to mass production.

A change in technology affects nature of task, organisation structure, processes, and people's behaviour in the organisation. Thus, any change in technology necessitates change in all these factors.

2.   Task-related Changes

Technology-related changes determine the types of task that may be required to complete an operation.

However, what alternatives are chosen must consider the core job characteristics—skill variety, task identity, task significance, autonomy, and feedback from the job. Task-related changes must focus on:

1.   High internal work motivation, and

2.   High quality work performance.

3.   Structure-related Changes

Structural changes redefine nature of relationships among various organisational positions and may include:

1.   Changing the number of hierarchical levels,

2.   Changing one form of organisation to another form,

3.   Changing span of management, and

4.   Changing line-staff and functional authority.

When structural changes are effected, these may affect the formal reporting relationships, formal interaction pattern, and consequently informal relations.

4.   People-related Changes

Changes of any type as pointed out above require changes in people in an organisation. These changes may be of two types — skills and behaviour. The magnitude of these changes depends on the type of change. For example, if there is a change in technology, say from manual to automated, it requires different type of skills in the operators as compared to the previously used skills. Similarly, changes in behaviour and the socio-psychological factors determining behaviour are required.

Q13. Explain the process of planned change.

Ans :   **(Aug.-21, Imp.)**

Management of organisational change is a complex process. Organisational change does not occur instantaneously. Instead, it involves formidable exercise on the part of management. A major organisational change requires considerable planning. The change is successful if it is taken in a planned way which proceeds in a sequential form as shown in Figure
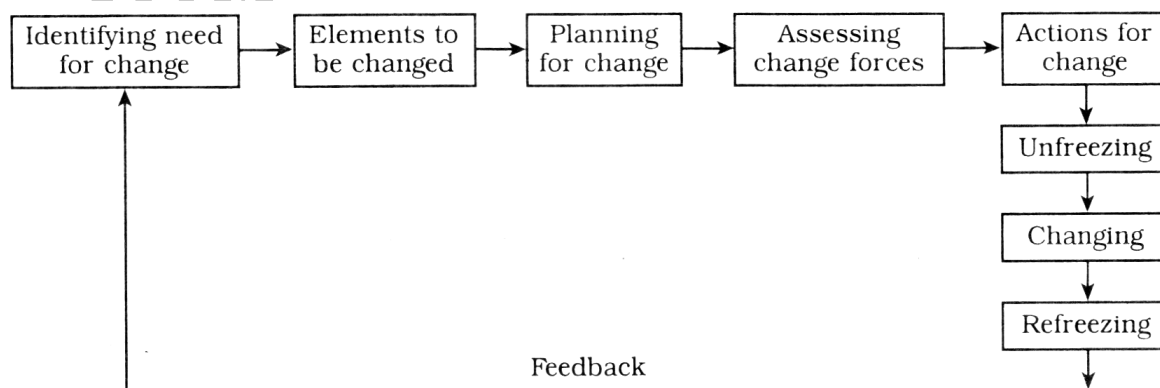

Fig. : Process of Planned Change

The various steps involved in a planned change, thus, are:

1.   Identifying need for change,

2.   Elements to be changed,

3.   Planning for change,

4.   Assessing change forces,

5.   Change actions, and

6.   Feedback.

1.   Identifying need for change

The first basic step in planned change is to identify when change in the organisation is required because change for the sake of change may produce much stronger resistance while useful and necessary changes may get support from people. Though there are various external forces necessitating change in an organisation, it is better if the organisation analyses how change in external forces affects it. If a change in external forces does not affect the organisation, there is no need for change. Thus, the most information for identifying need for change comes from the organisation's feedback and control data. Indeed, the process of change can be viewed as a part of control function, specially the corrective-action requirement.

Some of the features of the organisation may indicate the need for change like cost of production, declining profit, employee turnover, role conflict, need for expansion and growth, etc. Such indicators may force management to analyse what actions can be undertaken to overcome these.

2.   Elements to be changed

What elements of the organisation should be changed will largely be decided by need and objectives of change. While the process of identification of change will provide clue why change should take place, this stage takes the analysis further by diagnosing the problems caused because of which the change is necessary.

For example, declining profit may require change but does not specify what elements are to be changed. Therefore, it is necessary to diagnose the factors which are responsible for declining profit. Usually,

change is required in three major elements of the organisation: organisation structure, technology, and people. The nature and extent of change in these elements will depend on the type of problem being faced by the organisation.

3.   Planning for change

At this stage, managers should plan about how the change can be brought in the light of the above two sub-processes. Planning for change includes who will bring change, when to bring change, and how to bring change.

The first question who will bring change relates to the persons who will work as change agents. Though every manager is change agent as he brings occasional changes in his area of operation, major changes require that some persons are specified for the purpose.

The second question when to bring change is related with time dimension of change. While deciding time element of change, many factors have to be considered, such as nature of forces which are likely to resist the change and the time taken to bring them to accept change, time taken in training and development of people to make them more suitable for the changed situation, time required to make resources available for the change, etc.

How to bring change requires drawing up of procedure, that is, chronological ordering of various events of the change. Normally, change, expanding over a long period of time, requires continuous process of putting change effort in one aspect, measuring its impart and correcting dysfunctional aspects resulting from change, putting change in another aspect, etc. This process goes on over the period of them.

4.   Assessing change forces

The planned change is not automatic, rather, there are many forces in individuals, groups, and even in the organisation which resist such change. Unless the cooperation of people is

not ensured, any change process will not succeed. For this purpose, the management has to create an environment in which change will be accepted by the people.

5. **Change actions**

Actions for change comprise three stages:

(i) unfreezing

(ii) changing

(iii) refreezing.

(i) Unfreezing: Unfreezing is the process in which a person casts aside his old behaviour which 'might be inappro- priate, irrelevant, or inadequate to the changing demands of the situation. This aspect of action is as important as the action relating to changing the target. Just as a farmer must clear a field before planting new seeds, so must manager help employees clear their minds of old roles and purposes. Schien has suggested some measures which are quite helpful in undertaking unfreezing process. These are as follows:

(a) The physical removal of the individuals being changed from their accustomed routines, sources of information, and social relationships.

(b) The undermining and destruction of social support.

(c) Demeaning and humiliating experiences to help individuals to see their old attitudes or behaviour as unworthy and think to be motivated to change.

(d) The consistent linking of reward with willingness to change and of punishment with unwilling to change.

(ii) Changing: This is the stage at which the individuals being changed learn new behaviour— methods of working, new

thinking, perception of new roles, etc. There are a variety of ways through which all these can be inculcated which will be discussed in the next chapter. Smith has provided guidelines for effective change which are as follows:[7]

(a) Recognise that the primary purpose of change is to improve performance results.

(b) Make individuals responsible for their own change.

(c) Encourage improvisation, team performance, and coordinated initiatives.

(d) Ensure that people see how they fit into the larger organisational picture.

(e) Encourage learning by doing, and provide just-in-time training for performance.

(f) Use positive energy, meaningful language, and courageous leader- ship to drive change relentlessly.

(iii) Refreezing: Refreezing means that what has been learned is integrated into actual practice. At this stage, the individuals internalise the new beliefs, feelings, and behaviour learned during the changing phase. They adopt these elements as a permanent part of their behaviour repertoire. Often, there is a tendency that individuals revert back gradually to their old behaviour, which they were displaying before the change, in the absence of suitable reinforce- ment. Therefore, reinforcement is necessary for the internalisation of new behaviour.

6. **Feedback**

Management of change requires feedback and follow-up actions to ensure that change programme is progressing in right direction without producing any dysfunctional effect.

Since a change programme is likely to solve some problems and produce other problems, though of minor magnitude, it is desirable that management has constant watch as the change programme progresses. Problems created by the change should be tackled immediately so that it gives better results to the organisation. Feedback received from the initial attempt of change programme may be used to modify the subsequent programme. Normally, the impact of the change programme is measured in terms of its objectives. Therefore, objectives of the change should be defined operationally so that measurement is easier.

Q14. What are the various types of planned change ?

Ans :

Planned change is broadly classified into four types,

1. Structural change

2. Redesigning tasks

3. Technology change

4. Culture/people.

1. Structural Change

The main purpose of structural change is to enhance organizational effectiveness by changes in present organizational structure. The various attempts for structural changes are as follows,

(i) Modifying the levels of organization.

(ii) Change in the standard of management.

(iii) Shifting from one position of departmentation to another position.

(iv) Effectively modifying the line and staff and functional authority.

(v) Adopting other rules and processes to enhance standardization and so on.

In the process of structural change, manager's strategy mainly focuses on reorganization. It is considered as most effective and considerably used strategy during complex problems. Reorganization includes complete redesign of the organization structure and also contributes to substantial changes in the departmentation, span of control and coordination.

2. Redesigning Tasks

In redesigning, changes mainly emphasizes on enhancing the job scope or depth. Job scope is a wide range of functions executed by the job holder and also the standard of the operation of the job cycle. While job enlargement expands the worker's current job to add more tasks of a job. A systematic procedure of upgrading, enlarging and enriching a job is known as vertical job loading or job enrichment. Vertical job loading involves redesigning jobs to provide more authority, freedom and a sense of challenge and accomplishments to the job holder. Sometimes, change agents may even change job descriptions, initiate flexible working hours, modify compensation system, adopt performance based rewards system and so on.

3. Changing Technology

A technology change mainly focuses on performance of organization and analyzes the organization's production process. Generally, competitive forces persuades managers to develop new equipments, tools or operating techniques. Recently in India, most of the steel plants have substantially advanced their plants to compete with greater effectiveness. For the purpose of eliminating cost per tonne of steel, many companies initiated efficient handling equipment, furnaces and presses. The whole face of automobile manufacturers, process industries and others has been changed, due to the computerization and automation. The technology oriented changes include.

(i) Change in the process of problem-solving and decision-making.

(ii) To enhance managerial planning and control by initiating computers.

(iii) Changing the technology from unit production to mass production.

(iv) Establishment of advanced manage-ment information system.

4.   Culture/People Change

In people or cultural change more focus is on enhancing organizational effectiveness by modifying competencies and other values of organization members. This changes are introduced by manager when performance differences takes place because of employee related issues. To create positive changes in the attitudes of employees, certain aspects such as, competitive wages, performance-based bonus, creating promotional avenues, offering training programmes etc., are introduced. In general. OD (Organizational Development) interventions are initiated to modify people and enhance their working relationships.

3.7 ACTION RESEARCH MODEL

Q15. State the concept of Action Research Model.

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

Meaning

Action Research is a useful method for facilitating organizational change by collaborating and involving the client in the entire process of diagnostic, problem identification, experiential learning, and problem-solving process. The entire process of action research is action oriented with the objective of making the change happen successfully. The process equally involves experimentation with the various frameworks in practical situation and application of various theories in various contexts which require change.

In other words, the process of Action Research requires three distinctive stages which are consistent with the Lewin's Model which describes the three stages of change.

1. Diagnosing the need for change (unfreezing)

2. Introduction of an intervention (moving)

3. Evaluation and stabilization of change (refreezing)

The most commonly used model of action research which is used in the contemporary scenario is Warner Burke's 7 Step Action Research Model. These 7 steps are Stage of Entry, Contracting, Data Collection, Providing Feedback, Strategic Planning, Planning & Designing Interventions and Evaluating the success of Interventions.

Advantages

1. **A Systematic Approach to Problem Resolution and Dealing with the Challenges of Business**

➢ Action Research Model improves an organization's preparedness in proactively responding to the change by anticipating the change in advance and developing the internal mechanisms.

➢ Action Research Model is highly methodical and adopts a step by step approach which helps the OD professionals in planning and implementing interventions directed towards improving the organization's competitiveness and business situation.

➢ The Model takes into account all the problems in a holistic manner, and it is equally ensured that the problems are addressed proactively with effective solutions.

2. **Helps in Analysis of Issues and Developing the Interventions Accor-dingly**

➢ Action Research focuses on converting the information into action.

➢ It is helpful in identification of the requirements of the client and the existing/potential challenges, develop-ment of a contract which involves definition of the key deliverables and the

working relationship, data collection and identification of gaps/ root causes of the issues, analysis of the data for setting the priorities and the plan of action, deciding on the appropriate interventions and developing a plan for implementing the interventions for achieving the intended objectives.

➤ Implementation of successful change programs on a short-term as well as long-term basis.

3. Facilitates a Learning Culture

➤ The data collected in the entire process can be used in diverse areas such as the implementation of quality tools for continuous improvement, strategic planning, change management, decision making & problem solving, communi-cation process and organizational restructuring, leadership development and implementation of process improvement initiatives.

➤ Fosters a deeper understanding related to the organizational functioning and the challenges; provides best alternatives or strategic solutions for handling a problem at hand or various organi-zational issues.

4. Key Involvement of Senior Leaders and Various Stakeholders

➤ In the entire process of Action Research, the Change Agents act as the champions of change who effectively take charge of the entire process as process experts, provide feedback and are involved in extensive communication with the key stakeholders across various levels. They involve the top management professio-nals as well as the stakeholders in the process, as without their consent and involvement the objectives of change implementation cannot be achieved.

5. Facilitates Collaboration

➤ The change agent collaborates with the client in the process of identification of problems and accords specific ranks to the problems, devises techniques or methods for identifying the real cause of the problems and develops effective plans offering realistic as well as practical solutions for addressing the problems.

➤ Helps in fostering mutual trust and interdependence which are very essential in the pursuit of organizational success.

➤ Helps in Rebuilding the Organizational Culture and involves the confidence as well as people in the entire process of organizational change, which otherwise wouldn't have been possible if the authoritarian style of leadership would have been exercised.

6. Results in Performance Improvement in all areas

➤ The Action Research Model adopts a comprehensive approach to identifying the areas of improvement in all areas which may affect organizational functioning and success in the long run.

➤ The process leads to a long-term improvement in the performance from all perspectives by building a learning environment, facilitating knowledge and skill transfer in a better manner and following a structured/systematic approach for organizational improvement.

➤ Helps in achieving the strategic goals of the organization by facilitating an alignment between the strategic objectives and the goals of the action research intervention.

➤ The process of action research helps in leadership development by developing their facilitation skills, developing team

building and team management skills, understanding the issues of the team members and working collaboratively for realizing the pre-defined objectives.

➤ Action Research views an organization from a wholistic perspective instead of paying importance to the individual subsystems of the organization in parts. This helps the leaders in visualizing a bigger picture and in implementing a roadmap of action or plans for improving organizational performance and overall productivity.

3.8 INDIVIDUAL AND ORGANISATIONAL BARRIERS TO CHANGE MANAGEMENT

Q16. Explain barriers of change management.

(OR)

Explain the different levels of barriers to organizational change.

Ans :   **(Dec.-21, Aug.-21, Oct.-20, May-19, Imp.)**

Barriers of change management can be categorized into two. They are,

1.   Individual barriers

2.   Organizational barriers.

1.   Individual Barriers

The various barriers to change management at the individual level are as follows,

(i)   Fear

Employees may get fear as soon they receive the news of change. They may feel afraid of not able to fulfill the changes that are going to be implemented at the work place. They may have doubts for future prospects of their jobs because of this , they may get discomfort at work place.

(ii)   Lack of Input into the Change

When individuals do not take play any part in the change, they may resist to change. Thus, the idea of not knowing of change may cause differences between the management and employees.

2.   Organizational Barriers

The various barriers to change management at the organizational level are as follows,

(i)   Undefined Objectives and Goals

It is important for the organizations to continually define objectives and goals, outline roles and specify performance standards.

(ii)   Financial and Environmental factors

Organizations may not able to introduce necessary changes that may give them competitive advantage because of lack of working capital. There are various factors that cause lack of finance such as decline in market demand, high competition, or crisis in market place such as 9/11 world trade disaster which had significant impact on business around the world.

(iii)   Bad Resource Allocation

This may occur when managers make bad decisions in allocating resources such as time, money, staff and machinery.

(iv)   Structural

The organizations which have traditional hierarchical structure may resist more as compared to the organizations that have flat structure. Under the traditional hierarchical structure, the main reason for causing differences between the management and employees is poor communication between head of departments and employees.

(v) Bad Leadership

It is necessary to have strong leadership in organizational in order to direct the change management process. Bad leaders may not able to inspire the employees to move ahead.

(vi) Lack of Preparation for New Roles

Many organizations lack planning phase. Resistance may arise for the organization which fail to prepare and define the new roles that need to be satisfied at the time of implementing change.

3.9 OVERCOMING THE BARRIERS TO CHANGE MANAGEMENT

Q17. State the Barriers of Overcoming to the Change Management.

(OR)

Explain the methods of overcome barriers change management.

Ans : (Dec.-21, Imp.)

Research has shown that the best way to get the senior managers at all levels interested in the change initiatives is by engaging them and seeking their buy-in for the change management process. Studies have proved that the managers in the upper echelons buy into the change from a strategic perspective where the accent is on performance, and hence radical or disruptive change is seen as part and parcel of an organisations development.

Managers at the middle level can be made to see the value inherent in change, and hence they can be brought on board. The front line managers' views and inputs can be sought, and thereby their co-operation and participation in the change obtained. These are the broad outlines and the following detailed sets of approaches can be pursued as well:

i) Make Them the Hero

By making the managers the change drivers and change initiators is often the best way of securing their buy-in. The point here is that by getting the managers to be the ones who are implementing change and by giving them centre stage, it is possible to secure their participation.

By definition, senior managers are highly capable, motivated and ambitious. By making them the stars of the change process, their innate abilities can be harnessed to the benefit of the organisation. It is often better to have a close association with the senior managers to achieve the desired results.

ii) Show them the potential of Change

By selling change and the value of such change to the organisations and themselves the senior managers can be persuaded to accept change. The point to note is that senior managers must be told what their role in the post change scenario would be and by making them see themselves in the future vision, they can be made to play a key part in the change management.

As has been mentioned earlier, if the benefits of the change are explained and by persuading that the change does not involve downsizing or other reduction in roles and responsibilities, the senior managers can be expected to be partners rather than resisters in the change management process.

iii) Painting the Alternatives

This is the stick part of the carrot and stick approach, wherein senior managers are told of the urgent need for change and by indicating to them what the consequences for themselves and the organisation would be if the change does not succeed. By painting harsh alternative scenarios like declining market share and repercussions of lay offs and downsizing if the change does not succeed, would make the senior managers realise the flip side of resistance. In this way, they can be persuaded to accept the business realities behind the change process.

iv)   Involving Them in the Change

By adopting a 'hands-on' approach that would involve 'all hands' and including all the stakeholders, senior managers can be brought on board. The point is that by adopting an inclusive approach and giving a sense of ownership to the senior managers and taking their inputs and feedback would ensure that the key aspect of 'engagement' is achieved.

The key to senior manager participation in the change initiatives is through engagement and only by communicating clearly the benefits of change and by positing the alternatives, would it be possible to engage with senior managers. A suitable narrative of the changes and the impact that they have on the senior managers must be communicated to all levels and there must be a process in place to bring on board as many managers as possible.

Personality clashes and power politics can be addressed by consensual approaches to decision-making and by adopting a carrot and stick approach as described above.

v)   Case Study

The personnel office of Prasant Chemicals Limited informed the middle managers through a circular that a group of consultants would be calling on them later in the week to provide training on team building. The consultants would be emphasising on how to develop teamwork and to build inter group relationships throughout the company.

The information also contained the approach to be adopted by the consultants and explained the five-step process of team building: problem sensing, examining differences, giving and receiving feedback, developing interactive skills, and follow up actions. The circular also included a note on the utility of team building in organisational effectiveness.

On receiving the circular, middle managers, felt tensed as they thought team building as an exercise involved a lot of hocus-pocus as they experienced in sensitivity training exercises in which participants used to attack each other and let out their aggression by heaping abuse on those they disliked.

Therefore, the managers felt that the consultants were not needed for team building. One of the managers commented, "now that as we understand what is involved in team building, we can go ahead and conduct sessions ourselves. All we have to do is to choose a manager who is liked by everyone and put him in the role of change agent/consultant. After all, you really do not need high priced consultants to do team building stuff. You just have a good feel for human factor". The other managers generally agreed. However, the corporate personal director turned down their suggestion and proceeded with his original programme of hiring consultants.

Short Question and Answers

1.   State the differences between proactive change and reactive change.

Ans :

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2.   Explain barriers of change management.

Ans :

Barriers of change management can be categorized into two. They are,

1.   Individual barriers

2.   Organizational barriers.

1.   Individual Barriers

The various barriers to change management at the individual level are as follows,

(i)   Fear

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(ii)   Lack of Input into the Change

When individuals do not take play any part in the change, they may resist to change. Thus, the idea of not knowing of change may cause differences between the management and employees.

2.   Organizational Barriers

The various barriers to change management at the organizational level are as follows,

(i)   Undefined Objectives and Goals

It is important for the organizations to continually define objectives and goals, outline roles and specify performance standards.

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This may occur when managers make bad decisions in allocating resources such as time, money, staff and machinery.

(iv) Structural

The organizations which have traditional hierarchical structure may resist more as compared to the organizations that have flat structure. Under the traditional hierarchical structure, the main reason for causing differences between the management and employees is poor communication between head of departments and employees.

(v) Bad Leadership

It is necessary to have strong leadership in organizational in order to direct the change management process. Bad leaders may not able to inspire the employees to move ahead.

3.   Explain different types of changes.

Ans :

There are different types of change and each type requires different strategies and plans to implement change effectively. Understanding of the nature of change helps in formulating appropriate strategy for their implementation. The main types of changes are as follows:

(i) Developmental Change

These changes enhance or rectify existing aspects of an organisation. It is connected with improvement in process, methods or performance standards of the organisation. These types of changes are very necessary to remain in competition. In this type of change the employees are trained in the new techniques.

(ii) Transitional Change

This type of change replaces existing processes or procedures with something that is completely new. The period during which an old process is being changed into a new is called as the transitional phase. It is more challenging to implement transitional change than developmental change.

(iii) Transformational Change

It is also known as radical, fundamental or quantum change. This occurs after the transition period. They may involve both developmental and transitional change. These changes involve the whole or larger part of the organisation. The change is related with shape, size, structure, processes, culture and strategy of the organisation. This change takes time to occur and requires a shift in assumptions of the organisation and its members.

(iv) Incremental Change

They are directed towards any unit, subunit or part of the organisation. They are just opposite to the transformational changes and adaptive in nature. It is said that a failed incremental change causes less harm to the organisation as it is related with only a part of the organisation.

(v) Planned Change

When the change is, a product of conscious reasoning and actions and is deliberate it is known as planned change. It occurs when manager recognises the need for major change and plans according to it. It is qualitative in nature. While thinking of

planned change the manager must communicate the vision to each and every one involved in the change process and establish the support elements that are necessary for the success of change.

(vi) Unplanned Change

They usually, occur due to some major or sudden surprise to the organisation. It is also known as emergent or reactive change. They are generally imposed by some external factors or internal features and are beyond the control of management. They leads to high disorganisation.

4.   What is change management?

Ans :

Definition

According to Fincham and Rhodes, The change management is defined as "the leadership and direction of the process of organizational transformation, especially with respect to human aspects and overcoming resistance to change".

Objectives

The main objectives of change management are as follows,

1.   To check changes in personnel, operations and facilities of an organisation.

2.   To make optimum utilisation of employee's productivity.

3.   To increase the opportunities provided by the proposed change.

4.   To make employees participate in the change process and to make them ready for change.

5.   To encourage and prepare the employees to achieve strategic vision and goals.

5.   Define planned change. What are the elements of planned change.

Ans :   (Dec.-21)

Planned organizational change is defined as the process of changing the whole organizational functioning or some of its important parts for bringing improved effectiveness. It is a type of developmental change which is taken by the firms for enhancing their present operating conditions. This type of change is a calculated change which helps the firm in attaining a desired output or performance and makes the firm responsive towards external and internal demands.

Elements

1.   Outcome

It is the first element of planned change. Change can be considered as facilitation or realization of outcomes. Initiators at the beginning of the process may have some idea of outcome which they are going to achieve, even though there are chances of change during the change process.

2.   History

It is the second element of planned change. It is mainly considered as the starting point, because an organization seeks change due to an event taken place in the past. It is necessary for change agent to determine this cause by analyzing the context, triggers and philosophies around the history of the organization. Therefore, all these factors influence the change idea.

3.   Actor

It is the third element of planned change. Actors play an important role during the course of a change process. Some of the roles played by actors are, initiator, sponsor, supporter, champion, implementer or change victim.

4.   Phases

It is the fourth element of planned change. A long term change process can be divided into some manageable parts and the phases begin with diagnosis to development of a change strategy. After this, it continues with the intervention planning and then followed by various interventions. The number and order of interventions are defined under the intervention plan.

6.   Reactive Change

Ans :

A reactive change is undertaken when it is pressed by some factors, either external or internal to the organisation. Most of the organisations which believe in traditional pattern of working often go for reactive change. These organisations introduce certain methods or systems when they are forced for that. For example, many organisations which were in manufacturing business did not care to install pollution control devices; they did only when they were forced by the Government. Same is the case with the adoption of many schemes for employees.

7.   Action Research Model.

Ans :

Meaning

Action Research is a useful method for facilitating organizational change by collaborating and involving the client in the entire process of diagnostic, problem identification, experiential learning, and problem-solving process. The entire process of action research is action oriented with the objective of making the change happen successfully. The process equally involves experimentation with the various frameworks in practical situation and application of various theories in various contexts which require change.

In other words, the process of Action Research requires three distinctive stages which are consistent with the Lewin's Model which describes the three stages of change.

1.   Diagnosing the need for change (unfreezing)

2.   Introduction of an intervention (moving)

3.   Evaluation and stabilization of change (refreezing)

The most commonly used model of action research which is used in the contemporary scenario is Warner Burke's 7 Step Action Research Model. These 7 steps are Stage of Entry, Contracting, Data Collection, Providing Feedback, Strategic Planning, Planning & Designing Interventions and Evaluating the success of Interventions.

8.   Define Change.

Ans :

(i)   **According to Fincham and Rhodes,** change management is defined as, "the leadership and direction of the process of organizational transformation, especially with respect to human aspects and overcoming resistance to change".

(ii)   In simple words, Change is defined as, "to make or become different, give or begin to have a different form".

Change is an unavoidable characteristic and reality of life which is managed by the individuals, groups and organizations regularly so as to survive. It is a managing process and involves shifting from the existing state to a desired state of an individual group or organization which arises in response to active internal and external factors which change the present realities.

9.   What is Organizational Change?

Ans :

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.

10.   Nature of organizational change.

Ans :

The term change refers to an alteration in a system whether physical, biological, or social. Thus, organisational change is the alteration of work environment in organisation. It implies a new equilibrium between different components of the organisation—technology, structural arrangement, job design, and people. Thus, organisational change may have following features:

1.   When change occurs in any part of the organisation, it disturbs the old equilibrium necessitating the development of a new equilibrium. The type 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 organisation 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 equilibrium; others, which are major ones may require special change efforts.

11.   Proactive Change

Ans :

Proactive change is brought out of the anticipation of the likely behaviour of the forces having impact on the organisation. Such organisations are known as prospectors which constantly interact with their environment to identify new opportunities and threats. Before these opportunities or threats force them to change, they incorporate the required change. Many organisations undertake change programmes on regular basis in order to avoid developing inertia of inflexibility. Conscious managers view that their organisations should be dynamic because a single method is not the best tool of management at every time. Thus, changes are incorporated so that the people develop liking for change and there is no unnecessary resistance when major change in organisation is brought up.

Choose the Correct Answers

1.   Transformational change in an organization refers to   [a]

     (a)   Complete change in almost all aspects of the organization

     (b)   Incremental change in which necessary improvements are made in the existing

     (c)   No change in any aspect of the organization

     (d)   None of the above

2.   Which of the following is normally the cause of organizational change ?   [d]

     (a)   Technological development   (b)   Change in labour characteristics

     (c)   Mergers, acquisitions, etc.   (d)   All of the above

3.   Lewin's process consists of   [d]

     (a)   Unfreezing stage   (b)   Moving stage

     (c)   Refreezing stage   (d)   All of above

4.   Moving stage' in Lewin's organizational change process considers   [b]

     (a)   Mobilize commitment   (b)   Consolidation of gains

     (c)   Monitoring and assessing programs   (d)   Reinforcement of new programs

5.   Self-designing organizations' is an example of   [c]

     (a)   Human process intervention   (b)   Techno structural interventions

     (c)   Strategic intervention   (d)   HRM interventions

6.   Which of the following does not describe radical change?   [d]

     (a)   It is multi - directional   (b)   It is discontinuous

     (c)   It is long - term based   (d)   It is based on constant learning

7.   What does SOC stand for   [b]

     (a)   Systematic organizational change   (b)   Strategic organizational change

     (c)   Successful organization change   (d)   Stressful organizational change

8.   Workers who are in the age group of _____ plus (+) has the value loyalty to their employers.
                                                                                            [d]

     (a)   30   (b)   35

     (c)   45   (d)   50

9. _____ may take place due to changes in job assignment, transfer of an employee to a different location.   [a]

    (a) Individual level change   (b) Group level change programme

    (c) Organizational level change programme (d) All

10. _____ change involves major programmes which affect both the individuals and the groups.

                                                                              [b]

    (a) Group level change programme   (b) Organizational level programme

    (c) Individual level change programme   (d) None

Fill in the Blanks

1. _____ involves disequilibrium in the situation and environment in which the people and the group exist.

2. The change which is introduced by an organization based on its desire to do so, it referred to as _____ .

3. _____ 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.

4. Changes which take place in response to an event or a chain of various events can be termed as _____ .

5. Change which is implemented at the micro level, units or subunits can be regarded as _____ .

6. Organizational change is the process by which organisations move from their _____ state.

7. Change in managerial personnel is another force which brings about change in organization are replaced by _____ .

8. _____ must consider group factors while implementing any change, because most of the organizational changes.

9. _____ is the change in the very basic objectives or missions of the organisation.

10. _____ involves changing the internal structure of the organisation.

Answer

1. Organizational change
2. 'Proactive change'.
3. Planned change
4. Reactive Change.
5. Incremental change.
6. Present state to some desired future
7. New managers
8. Management
9. Strategic change
10. Structural change

INFLUENCE OF CHANGE :

Six belief changers that Influence change, organisational change through influencing individual change.

Approaches : Kotter's eight step plan, Greiner's Change process model. Four key drivers of organisational change. Factors contributing to resistance to change. Best practices to overcome resistance to change.

4.1 SIX BELIEF CHANGERS THAT INFLUENCE CHANGE

Q1. **Write about the Six belief changers that Influence change.**

Ans : (Imp.)

1. **Leadership**

Leaders give the motivation to the employees to change and inspire them to get involved in a change. The leaders give importance to the change and build a feel of urgency as they have skills, abilities and passion to get the things done. They are compassionate, responsible and energetic. They work hard to achieve the high performance for an organization and to maintain good results. They mostly define and clarify key steps and execute them in their work life. They must convert vision and values into strategies, objectives, execution, performance, actions and accountability. If the leader doesn't have such skills, he cannot influence the change in an organization.

2. **Communication**

It provides a vital role in influencing change as it provides information, knowledge and encouragement to the people. Strategic communications ensures that the impact of the message is compatible with the goals and it results in understanding what the leader communicates. When the leader communicates on the daily basis, they associate and use people for a common reason. They

reduce their employees stress and keep people focussed and also learn from their experience.

3. **Accountability**

An organization should create an environment where individuals and teams are accountable for their own tasks. They convert the vision and strategies in such a manner that the employees take it as the goals. Leaders takes actions to improve the performance and they are responsible for the success or failure of an organization.

4. **Delivery**

Establishing and developing the organization is the main objective of an owner. The organization develop a system that are internally productive, locally responsive and always flexible. They remove complications and deliver the products to satisfy their customers. Therefore, delivering the quality products makes the customer committed in buying products.

5. **Performance**

The Human performance system is created to attract, acquire and hire the most talented people. It is the idea to have best employees in the organization and to help them by giving trainings for developing their skills, knowledge and talent. They have power to act or perform and in return they expect reward and recognition for the work they have done. It is crucial for management to give some

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reward to their employees so that they can remain in the organization as loyal employees for the longer time.

6. Measurement

The procedure of measure, analyse and corrections help the organization to get good result. They require actual measure to ease productivity, quality control, consistent behaviours and result. These measures help the organization to receive growth and profits. Every organization has certain formalities, procedures and measures. The measurement system is build and maintained by the leader in order to follow the discipline.

4.2 ORGANISATIONAL CHANGE THROUGH INFLUENCING INDIVIDUAL CHANGE

Q2. Define individual change. What are the various methods of individual change.

Ans :

Meaning

Individual change focuses more on changing the employee's or individual's behaviour to facilitate the organization change and to meet higher demands. Individual change forms basis for group, inter-group and organizational change. It is not possible for management to bring about organization change without changing the individual's behaviour.

Individual change can be carried out by using management development programmes at managerial levels and job transfer at operational levels in order to develop the employee's skills to effectively deal with present as well as future job and can sustain organization change in future. Planning for organization change also include a plan for individual change.

Methods

There exists several methods for carrying out individual change in the organization. They are,

(a) Job restructuring

(b) Job enrichment

(c) MBO

(d) Job redesign

(e) Role negotiation

(f) Process consultations.

Let us discuss each method in detail below,

(a) Job Restructuring

Re-engineering is a type of restructuring intervention which involves fundamental rethinking and complete redesign of business processes so that drastic improvements in performance can be attained. Re-engineering develops a coordination among the different tasks. It results in faster and more responsive task performance, re-engineering can be achieved with advanced technology which help employees to regulate and coordinate work processes more effectively. When basic principles and processes of OD are neglected, re-engineering becomes a big failure.

(b) Job Enrichment

Job enrichment is the vertical expansion of a job by adding more responsibility and freedom to do it. It involves adding motivating factors to a job. Job enrichment increases 'job depth', (degree of employees control over his work), quality of output, satisfaction and employee motivation.

(c) MBO

MBO programs are an outcome of collaborative organization diagnosis. These programs involve setting up of joint targets and reviewing performance in order to focus more on objectives and improve the frequency of problem-solving. It involves activities such as goal, setting effort and performance review which are identical to the OD programs.

MBO programs are usually implemented by line managers or human resource departments. Very less emphasizes are laid

on diagnosis of problems to be solved. MBO programs do not have a team approach and it creators competition among the team members.

(d) Job Redesign

This structural intervention has most of the OD characteristics. OD approach to work design has been provided by Richard Hackman and Greg Oldham. Their approach includes diagnosis, participation and feedback.

The work redesign focuses on redesigns in order to maximize worker motivation. The job characteristics are skills variety, identifying task and its importance, autonomy and feedback from the job. Thus work redesign helps the organization in achieving the expected outcomes through motivate, satisfaction and effectiveness.

(e) Role Negotiation

Role negotiation technique is one of the team building techniques which is directed towards the work relationships among the members. This technique directly interferes with the relationships of power, authority and influence within the group. The role negotiation technique is an imposed structure for controlling negotiations between the parties. In this technique, both the parties agree to change their specific behaviours in writing. The managers will discuss honestly what they want and expect from others and the reasons for expecting it.

(f) Process Consultations

Schein defined process consultation as a set of activities on the part of the consultant, which helps the client to perceive, understand and act upon the process events which occur in the client's environment. It is an approach which focuses on diagnosing and understanding the process events. Process consultation concentrates on certain specific areas such as communication, functional roles of group members, group problem solving, decision-making, group norms and growth, leadership, authority, intergroup cooperation and competition.

Q3. Write a brief note on types of individual change.

Ans :

Organisation change can be facilitated only through a significant change in both individual and group behaviours. Individual change can be carried through three ways. They are:

(a) Change in job assignments

(b) Transfers

(c) Change in maturity levels

(a) Change in Job Assignments

Individual change can be carried out through a change in the job assignments. Assigning the jobs which are different from the current job with more responsibilities, skills and knowledge. This type of job assignments helps the personnel to improve their skills, capabilities which can facilitate them to manage the new and challenging jobs during the organisational change. Job assignments play a crucial role in the development of successful leaders.

(b) Transfers

Individual change can also be carried out through transfer of the employees from current job location to different location. This facilitates the employees to know different work areas and to work under those conditions. This will influence their behavioural change and facilitates them towards the organisation change.

(c) Change in Maturity Levels

Individual change can be done through a change in maturity levels of persons in organisation. The change in maturity levels from initial to optimizing levels will lead to positive responses towards organisation change.

Each maturity level has to provide a chance for continuous improvement work force capability.

4.3 KOTTER'S EIGHT STEP PLAN

Q4. Write about Kotter's 8-step model.

(OR)

Explain Kotter's change plan.

(OR)

Explain the Kotter's approach to change.

Ans :   **(Aug.-21, Oct.-20, May-19, Imp.)**

Kotter's introduced eight steps which identifies few power issues around making change happen and emphasizes on 'felt need' because of change in the organization and focuses on communicative in the entire process.
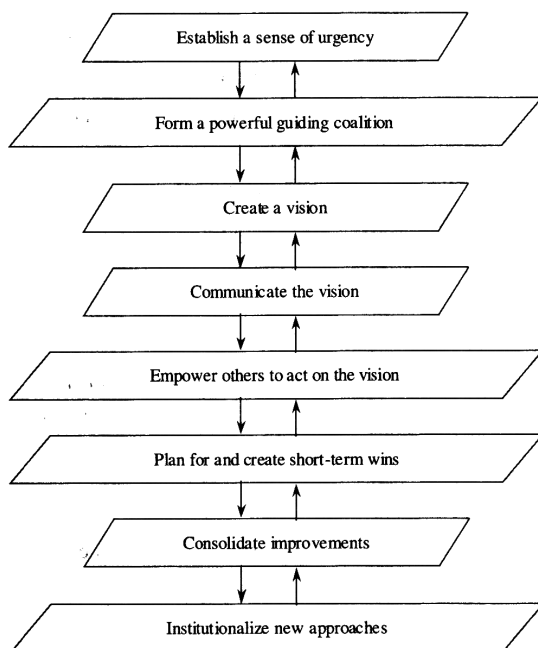

Fig. : Kotter's Eight-Step Model

The eight steps of Kotter helps in transforming organization to go beyond basic machine metaphor. The following eight steps are widely used in the organization.

1.   Establish a Sense of Urgency

This step focuses on present competitive realities, considers potential future scenarios and the importance of 'felt-need' for change.

2.   Form a Powerful Guiding Coalition

Gathering powerful group of people in order to carry out the task successfully.

3.   Create a Vision

Creating a vision helps in guiding the change effort by incorporating strategies for achieving the goal.

4.   Communicate the Vision

Kotter focuses on the significance of communication so that the flow is continuous. The aspects on which communication is vital are vision and accompanying strategies and new behaviours. The first step towards model new behaviours is guiding coalition.

5.   Empower Others to Act on the Vision

This step fucuses on removing those obstacles which acts as a barrier towards achieving the vision. The obstacles could be systems or unhelpful structures. This model allows people to experiment.

6.   Plan for and Create Short-term Wins

This step deals with short-term visible improvements. This also encourages those people who work for plan improvement by giving rewards.

7.   Consolidate Improvements and Produce Still More Change

This step concerns with promoting and rewarding people who strives hard for achieving vision. The process of change can be energized with the help of new projects, resources and change agents.

8.   Institutionalize New Approaches

Ensure the importance of new behaviour to each individuals because that results in

corporate success. The eight-step model is one of the most widely used model which appeals many managers. This model acts as a guiding force to incorporate strategies to achieve the goals. The eight step-model of Kotter is a systematic way of planning to achieve the end goals. The process starts with urgency and ends with institutionalizing new approaches. It is a gradual process to achieve vision. Each step is vital for achieving the set objectives for a long-term period. With the help of this eight step model, the importance of incorporating change can be identified. Thus change process can be termed as 'challenging and exciting' towards achieving the goals of an organization. Thus, change process can be regarded as 'continuous cycle' and it is not a linear progression.

4.4 GREINER'S CHANGE PROCESS MODEL

Q5. State the Greiner's Change Process Model.

(OR)

Explain Greiner's Change Process Model.

(OR)

Write various steps in Greiner's Change Process Model.

Ans :   **(Dec.-21, May-19, Imp.)**

All organizations pass through various stages of growth and at each stage the organization is required to solve some specific problems.

A very useful model of organizational growth has been developed by Larry E. Greiner. In his 1998 Harvard Business Review article entitled "Evolution and Revolution as Organizations Grow," Greiner outlined five phases of growth punctuated by what he termed "revolutions" that shook up the status quo and ushered in the successive stage.

Greiner's Model of organizational growth is based on certain assumptions about the organization which are as under: First assumption is organisations are rigid, bureaucratic, control-centric, and centralized entities. Second, organisations fail to see that the future success of an organisation lie within their own organisation, and also fail to assess their evolving states of development. Therefore inability of a management to understand its organisation development problems can result in organisation becoming frozen in its present stage of evolution (failure to evolve) regardless of market opportunities

Before discussing the Greiner's Model of organizational growth, first let us define the two terms: evolution and revolution. Evolution is used to describe prolonged period of growth - where no major upheaval occurs in organisation practices. The term revolution is used to describe those periods of substantial turmoil in organisational life. Each evolutionary period creates its own revolution, as organisation progresses through developmental phases. For instance centralized practices eventually lead to demand for decentralization. Moreover the nature of management's solution to each evolutionary period determines whether organisation will move forward into next stage of evolutionary growth.

There are five phases in Greiner's Model of organizational growth – creativity, direction, delegation, coordination and collaboration followed by a particular crisis and management problems. It can be argued that growing organizations move through five relatively calm periods of evolution, each of which ends with a period of crisis and revolution.

1.   **Creativity Stage**

Growth through creativity is the first phase. This phase is dominated by the entrepreneurs of the organizations and the emphasis is on creating both a product and a market. However, as the organization grows in size and complexity, the need for greater efficiency cannot be achieved through informal channels of communication. Thus, many managerial problems occur which the entrepreneur may not solve effectively because they may not be suited for the kind of job or they may not be willing to handle such problems. Thus, a crisis of leadership emerges and the first revolutionary period begins.

Such questions as 'who is going to lead the organisation out of confusion and solve the management problems confronting the organisation; who is acceptable to the entrepreneurs and who can pull the organisation together arise. In order to solve the problems a new evolutionary phase – growth through direction – begins.

2.   **Direction Stage**

When leadership crisis leads to the entrepreneurs relinquishing some of their power to a professional manager, organizational growth is achieved through direction. During this phase, the professional manager and key staff take most of the responsibility for instituting direction, while lower level supervisors are treated more as functional specialists than autonomous decision making managers. Thus, directive management techniques enable the organisation to grow, but they may become ineffective as the organisation becomes more complex and diverse.

Since lower level supervisors are most knowledgeable and demand more autonomy in decision making, a next period of crisis – crisis of autonomy begins. In order to overcome this crisis, the third phase of growth – growth through delegation – emerges.

3.   **Delegation Stage**

Resolution of crisis for autonomy may be through powerful top managers relinquishing some of their authority and a certain amount of power equalization. However, with decentralization of

authority to managers, top executives may sense that they are losing control over a highly diversified operation. Field managers want to run their own show without coordinating plans, money, technology or manpower with the rest of the organisation and a crisis of control emerges. This crisis can be draft with the next evolutionary phase – the coordination stage.

4. Coordination Stage

Coordination becomes the effective method for overcoming crisis of control. The coordination phase is characterized by the use of formal systems for achieving grater coordination with top management as the watch dog.

The new coordination system proves useful for achieving growth and more coordinated efforts by line managers, but result in a task of conflict between line and staff, between head quarters and field. Line becomes resentful to staff, staff complains about un-cooperative line managers, and everyone gets bogged down in the bureaucratic paper system. Procedure takes precedence over problem solving; the organisation becomes too large and complex to be managed through formal programmes and rigid systems. Thus, crisis of red – tape begins. In order to overcome the crisis of red-tape, the organisation must move to the next evolutionary stage – the collaboration stage.

5. Collaboration Stage

The Collaboration stage involves more flexible and behavioral approaches to the problems of managing a large organisation. While the coordination stage was managed through formal systems and procedures, the collaboration stage emphasizes greater spontaneity in management action through teams and skillful confrontation of interpersonal differences. Social control and self – discipline take over from formal control.

Though Greiner is not certain what will be the next crisis because of collaboration stage, he feels that some problems may emerge as it will center round the psychological saturation of employees who grow emotionally and physically exhausted by the intensity of team work and of the heavy pressure for innovating solutions.

Organization comes to the breakpoint while accumulations and tensions in one phase is calm, and revolution is created to cause radical changes in organizational structure. According to Greiner's Model of organizational growth, every structure is valid for a specific time period and organizational change triggers radical structure changes. Changing organizational structure solves the problems in that time, and prepares infrastructure for the problems may occur in the future.

4.5 FOUR KEY DRIVERS OF ORGANISATIONAL CHANGE

Q6. What are the four key drivers of organisational change.

Ans :   **(Aug.-21, May-19, Imp.)**

1. Coordination has never been easier

Getting more than just a few people to coordinate their actions used to be hard, but now there are hundreds of applications that enable even far-flung individuals to work together. Social media has infiltrated our daily lives, crowd-sourcing and task matching platforms are in increasingly common use, and applications designed for group work and improving communication and coordination globally are widely available. When coordination gets easier, organizations can form without traditional obstacles, creating new business models in the process. Teams can be built around a shared purpose, drawing the right talent from a global pool rather than being limited by only the talent that is locally available.

2. Managing money has never been easier

Aggregating, organizing, moving and exchanging money has all gotten much easier due to high speed networks and digital technologies. The result is tremendous power and freedom for handling money, accessible by individuals, groups, and organizations, even those with little access to traditional banking infrastructure. Applications can now provide small businesses and individuals the ability to collect multiple forms of payment, settle accounts, and send money across great distances, at a fraction of the cost and inconvenience of similar transactions 10 years ago.

3. Making has never been Easier

Making things - from small batch prototypes to mass production of complex objects - has already gone through a sea change in ease and sophistication. And access to increasingly sophisticated machinery for making ever more complex products is seemingly *everywhere.* Going beyond physical products and services, software, networks, and digital platforms help entrepreneurs create and commercialize new digital products and services that not long ago would have been impractical or even impossible to create in most organizations, much less by solo developers or small teams.

4. Learning has never been easier

The ability for anyone who wants to discover new things, learn new skills, or track events in real time has been transformed. The capacity to access and discover information from peers, standing bodies of knowledge and observations of what is happening as it happens is fundamentally new, especially at the scale we see it now. Furthermore, the access to learning is often free, whether through videos that can help people learn new things, or online courses from some of the world's foremost universities.

4.6 RESISTANCE TO CHANGE

Q7. Explain the concepts of Resistance to Change.

(OR)

Elaborate resistance to change.

Ans :   **(Dec.-21, Aug.-21, Oct.20, Imp.)**

Change in an organization often means that job positions and titles also change, which means that roles and responsibilities may shift as well. Resistance occurs when employees don't understand how they fit in with the new way of doing things. Resistance to change is not necessarily always bad, it may help organisation from possible or eventual disaster. In fact, resistance to change by some members provides an opportunity to the top management to evaluate the pros and cons of introducing change more carefully. Resistance encourages the organisation to 'look before it leaps'. Resistance to change may not be bad the organisation because:

1. It may signal the need for improved communication about the meaning and purpose of a change or need to rethink precisely how a proposed change will affect organisational members.

2. It also suggests better ways of developing and introducing changes or indicates the actual inadequacies in a proposed change.

Strong resistance must be overpowered by carefully examining, enlightening and convincing the reasons for such change by the manager or change agent.

Although change is inevitable, people tend to resist it in a rational response based on self-interest. Resistance to change is not always bad or harmful in some cases, resistance is positive also. Resistance to change can also be a source of functional conflict. For example, resistance to a change in product line can stimulate a healthy debate over the merits of the idea and thus, result in a better decision. However, it also hinders adaptation and progress.

92

It is worth noting that not all change is good. Speed can lead to bad decisions and sometimes those initiating change fail to realize the full magnitude of the effects or their true costs. Rapid, transformational change is risky, and some organizations have collapsed for this reason. Change agents need to carefully think through the full implications.

Some evidences of resistance to change are very overt such as wildcat strikes, work stoppage, turnover and protest about a proposed change. Resistance to change may also be very subtle and indirect, such as dissatisfaction, grievances, requests for transfers, absenteeism and conflict among the members of a work team. The reasons of resistance of change can be divided for analytical purposes, into two broad categories: Individual and organizational resistance to change.

Resistance to change can be positive if it leads to open discussion and debate. These responses are usually preferable to apathy or silence and can indicate that members of the organization are engaged in the process, providing change agents an opportunity to explain the change effort.

Resistance doesn't necessarily surface in standardized ways. It can be overt, implicit, immediate or deferred. It's easiest for management to deal with overt and immediate resistance, such as complaints, a work slowdown, or a strike threat. The greater challenge is managing resistance that is implicit or deferred.

Q8. Explain various types of Resistance to Change.

Ans :

The following are some of the types of resistance to change:

(a) Logical Resistance

This is a type of resistance basically arising from the time people genuinely take to adapt and adjust to changes. As for example, when computers became common the accountants had to shift from accounting on paper to digital accounting.

(b) Psychological Resistance

Here, the resistance occurs purely due to mental and psychological factors. Some of the factors in which the individuals frequently resist are like fear of the unknown, less tolerance to change, dislike towards the management etc.

(c) Sociological Resistance

This is yet another type of resistance which relates to the common values and customs of groups. Here, the individuals may be willing to change but they will not be able to due to the peer pressure of the group in which they belong. As for example, if a workers union protest against new management policies, all workers face pressure to protest together.

4.6.1 Factors Contributing to Resistance to Change

Q9. Explain various reasons for Resistance to Change.

(OR)

Explain the factors that contribute to resistance to change.

Ans :   (Oct.-20, Imp.)

Individual sources of resistance to change reside in basic human characteristics such as perceptions, personalities and needs. Their resistance to change often occurs on account of the following reasons; here are some of the reasons why individuals may resist change:

I) Personal Reasons

(a) Fear of the Unknown

Changes often bring with it ambiguity and uncertainty. If for example, the introduction of a new computer system requires that the employees learn some specific statistical techniques, some may fear they will be unable to do so. They may, therefore develop a negative attitude toward the introduction of new computer system.

(b)   New Learning

Fordoing new task, one requires to learn a new language, develop a new technology or adjust to a totally new culture. No doubt, learning new ideas can be exciting most people report that excitement comes only after the learning is occurred not before.

(c)   Disruption of Stable Friendship

Almost all organizational changes disrupt the previous stable friendship. This, in turn results in uncomfortable feelings of social isolation and loneliness. Thismay serve as a source of indirect resistance to change.

(d)   Distrust of Management

There are well-documented findings available from the history of labour relations that managers exploited labourers. That's why employees often suspect the reason for change and try to oppose the same.

(e)   Ego Defensiveness

An ego defensiveness subordinate or manager always tries to resist change. For instance, a profitable suggestion made by sales persons to the marketing manager for expansion of market may be turned down because themanager perceives that his ego may be deflated by accepting the suggestion.

(f)   Status Quo

Change poses disturbance to the existing comforts of status quo. The change may involve uncertainty and risk and may be at the cost of the convenience and happiness of the people. Most of the people are comfortable with status quo and strongly resist change. It is because people typically develop patterns for coping with or managing the current structure and situation.

II)   Social Reasons

(a)   Social Displacement

Introduction of change often results in disturbance of the existing social relationship.

It may also result in breaking up work groups. Normally, people in the working environment form informal relationships.When the friendship with the fellowmembers is interrupted then there is possibility for the employees to experience psychological led down.

(b)   Peer Pressure

Sometimes individuals are prepared to accept change at their individual level but refuse to accept the same for the sake of the group. Whenever change is unwilling to the peers, they force the individual subordinate employees who are bent of accepting the change to resist it. Group, when there is perfect cohesiveness, tends to resist some change collectively.

III)   Economic Reasons

The fear of change usually focuses on one or more of the following reasons:

Fear of technological unemployment, fear of reduced work hours and consequently less pay, fear of demotion, fear of speed-up and reduced incentive wages.

Among all these obsolescence of skills and fear of economic loss are two important economic reasons for resistance.

(a)   Obsolescence of Skills

The rate at which Computer based technology is growing has conveniently out classed the expertise based on experience. A twenty years experienced accountant is quite likely to resist the introduction of a computer for preparing the wage bill because he feels that it havemight affect his position and pay.

(b)   Fear of Economic Loss

People resist change that shows the possibility of lowering their income directly or indirectly. Sometimes, introduction of newtechnology throw people away from doing some important job to less important or dead-end ones where no skills are required to exhibit.

When people perceive psychological degradation of the job they are performing, they start to resist such a change.

IV) Other Reasons

(a) Lack of Faith in Managers

Lack of Mutual trust and faith between managers and subordinates often creates a feeling in the minds of subordinates that the change is being done at the cost of their interest.

(b) Lowlevel of Tolerance

Achangemay be beneficial for both employees and the management, requires new ways of learning on the part of employees.

(c) Habit

As human beings, we are creatures of habit. To cope with this complexity, we all rely on habits or programmed responses. But when we confronted with change, this tendency to respond in our accustomed ways becomes a cause of resistance.

(d) Bitter Experience

If the earlier change had not been handled by the management efficiently and the members had a bitter experience, they will resist the new change also.

4.6.2 Best practices to overcome resistance to change.

Q10. Explain various measures to overcome resistance to change.

(OR)

Explain practices to overcome resistance to change.

Ans :   (Dec.-21, Imp.)

The change can be implemented successfully only after the acceptance of employees. The easiest way to get the acceptance of the employees is their participation in the change efforts. John Kotter and Leonard Schlesinger have suggested some of the following ways to overcome resistance to change.

(a) Participation and Involvement

Research evidence lends support to the fact that individuals find it difficult to resist a change decision in which they participated. In a classic study, workers in a garment factory were introduced to change in three different ways. One group was told about the new procedure, one group was introduced to the change by a trained worker, and one group was allowed to help plan the implementation of the new production. The results were dramatic. Third group was more productive and experienced no turn over. Assuming the participants have the expertise to make a meaningful contribution, their involvement can reduce resistance, obtain commitment and increase the quality of the change decision.

(b) Facilitation and Support

The change agents can offer a range of supportive efforts to reduce resistance. These supportive efforts include listening providing emotional support, providing training in new skills or giving employees time off after a certain demanding period etc. Facilitative support attempts to remove organizational barriers that might hamper change or implementation of organizational policies to facilitate change it includes assistance offered by the organization, such as appropriate tools, materials, advice and training to make the change more effectively.

(c) Incentives – Negotiation and Agreement

Offering incentives to resistors is another fruitful way of overcoming resistance to change. Where some persons in a group clearly lose out in a change and the group has considerable power to resist, negotiation and agreement is helpful. It becomes relatively easy to avoid major resistance through negotiation.

(d) Shared Rewards

Top get employee's support for change is to be sure that there are enough rewards for

employees in the changed situations. If they see that a change brings them losses and no gains, they can hardly be enthusiastic about it. Rewards also give employees a sense that progress accompanies a change. Both economic and psychic rewards are useful. Employees appreciate a pay increase and promotion, but they also appreciate emotional support, training in new skills and recognition from management.

(e)   Employee Security

Existing employee's benefits need to be protected. Security during change is essential. Many employers guarantee workers protection from reduced earnings when new technology and methods are introduced. Seniority rights, opportunities for advancement and other benefits are safeguarded when a change is made. Grievance systems give employee's a feeling of security that benefits will be protected and differences about them fairly resolved.

(f)   Education and Communication

Resistance can be reduced through communi-cating with employees to help them in understanding the reasons and logic of a change. If employees receive the full facts and get any misunderstanding cleared, resistance will start reducing.

Education as a method of overcoming resistance to change is commonly used in situations where there is lack of information and analysis, especially the initiator needs the resistor's help in implementing change effectively.

(g)   Use of Group Forces

Group pressure is an effective instrument for introducing behavioural change on itsmembers to accept organizational change. It is because individual member's behaviour is firmly influenced by the group behaviour to which he belongs. The change agents, therefore, should target the group first and then individuals.

(h)   Capable Leadership

A good leadership always helps to create a psychological climate to support the change. He should apply his personal qualities to ensure the support of subordinates for change. The various methods for change should be as per general rules and norms of the organization. The leader should try to implement change as per norms and provisions of the organization so that in future there would be no conflict.

(i)   Timing of Change

Timing of introduction of change can have a considerable impact on resistance. Therefore, management must be very careful in choosing the time when the organizational climate is highly favourable to change. An example of right time is immediately after a major improvement in working conditions.

Q11. Explain S curve theory of technological change.

Ans :   **(Oct.-20, Imp.)**

The S-Curve theory of technological change indicates how an organization innovate and change its technologies to be competitive. The concept of S-curve was proposed by Arthur D-Little an management consultancy firm which suggest strategies to different organizations for developing and making changes in

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various methods, technologies and functions of management. The S-curve theory of technological progress helps an organization to decide whether it should invest in technology or not, to survive and remain competitive in the market.

Following figure shows the S-curve theory of technological change which consists of four stages,
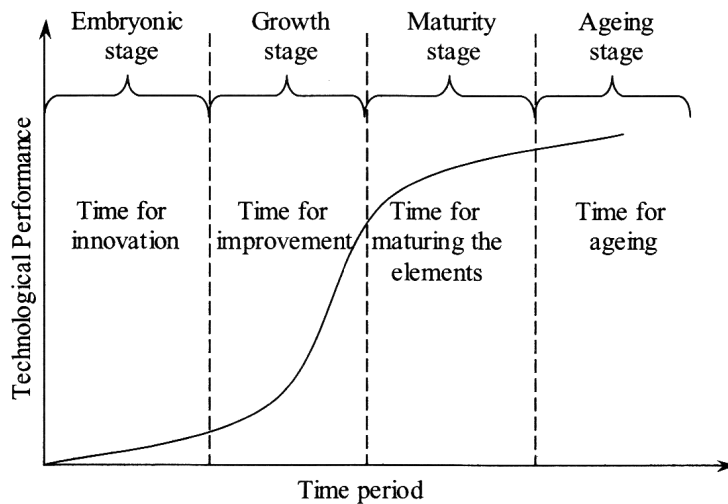
Fig. : S-Curve Theory of Technological Change

1.   Embryonic Stage

During this stage, innovation and syndication of technology occurs. It represents the birth of new products, material etc. Prototype testing and commercialization of the new technology also comes under this stage.

2.   Growth Stage

During this stage, the use of new technology widens. This stage is characterized by the penetration of the new technology throughout the market. The speed of the technological growth is due to various technological demands and supply factors.

3.   Maturity Stage

During this stage, the technological growth reaches its maximum limit and thus the performance slows down. For example, the vacuum tube technology became limited by the size of the vacuum tubes.

Under the maturity stage, the technology becomes vulnerable to rival technology and substitution.

4.   Ageing Stage

Under this stage, the use of technology jscommon among all firms. Technology which is in use becomes obsolete and firms switch to other strategic options.

Short Question and Answers

1.   Define Resistance to change.

Ans :

Change in an organization often means that job positions and titles also change, which means that roles and responsibilities may shift as well. Resistance occurs when employees don't understand how they fit in with the new way of doing things.Resistance to change is not necessarily always bad, it may help organisation from possible or eventual disaster. In fact, resistance to change by some members provides an opportunity to the top management to evaluate the pros and cons of introducing change more carefully. Resistance encourages the organisation to 'look before it leaps'. Resistance to change may not be bad the organisation because:

1.   It may signal the need for improved communication about the meaning and purpose of a change or need to rethink precisely how a proposed change will affect organisational members.

2.   It also suggests better ways of developing and introducing changes or indicates the actual inadequacies in a proposed change.

Strong resistance must be overpowered by carefully examining, enlightening and convincing the reasons for such change by the manager or change agent.

Although change is inevitable, people tend to resist it in a rational response based on self-interest. Resistance to change is not always bad or harmful in some cases, resistance is positive also. Resistance to change can also be a source of functional conflict. For example, resistance to a change in product line can stimulate a healthy debate over the merits of the idea and thus, result in a better decision. However, it also hinders adaptation and progress.

2.   Key drivers of organisational change.

Ans :

1.   Coordination has never been easier

Getting more than just a few people to coordinate their actions used to be hard, but now there are hundreds of applications that enable even far-flung individuals to work together. Social media has infiltrated our daily lives, crowd-sourcing and task matching platforms are in increasingly common use, and applications designed for group work and improving communication and coordination globally are widely available. When coordination gets easier, organizations can form without traditional obstacles, creating new business models in the process. Teams can be built around a shared purpose, drawing the right talent from a global pool rather than being limited by only the talent that is locally available.

2.   Managing money has never been easier

Aggregating, organizing, moving and exchanging money has all gotten much easier due to high speed networks and digital technologies. The result is tremendous power and freedom for handling money, accessible by individuals, groups, and organizations, even those with little access to traditional banking infrastructure. Applications can now provide small businesses and individuals the ability to collect multiple forms of payment, settle accounts, and send money across great distances, at a fraction of the cost and inconvenience of similar transactions 10 years ago.

3.   Making has never been Easier

Making things - from small batch prototypes to mass production of complex objects - has already gone through a sea change in ease

and sophistication. And access to increasingly sophisticated machinery for making ever more complex products is seemingly everywhere. Going beyond physical products and services, software, networks, and digital platforms help entrepreneurs create and commercialize new digital products and services that not long ago would have been impractical or even impossible to create in most organizations, much less by solo developers or small teams.

4. Learning has never been easier

The ability for anyone who wants to discover new things, learn new skills, or track events in real time has been transformed. The capacity to access and discover information from peers, standing bodies of knowledge and observations of what is happening as it happens is fundamentally new, especially at the scale we see it now. Furthermore, the access to learning is often free, whether through videos that can help people learn new things, or online courses from some of the world's foremost universities.

3. Performance

Ans :

The Human performance system is created to attract, acquire and hire the most talented people. It is the idea to have best employees in the organization and to help them by giving trainings for developing their skills, knowledge and talent. They have power to act or perform and in return they expect reward and recognition for the work they have done. It is crucial for management to give some reward to their employees so that they can remain in the organization as loyal employees for the longer time.

4. Accountability.

Ans :

An organization should create an environment where individuals and teams are accountable for their own tasks. They convert the vision and

strategies in such a manner that the employees take it as the goals. Leaders takes actions to improve the performance and they are responsible for the success or failure of an organization.

5. Measurement

Ans :

The procedure of measure, analyse and corrections help the organization to get good result. They require actual measure to ease productivity, quality control, consistent behaviours and result. These measures help the organization to receive growth and profits. Every organization has certain formalities, procedures and measures. The measurement system is build and maintained by the leader in order to follow the discipline.

6. Define individual change.

Ans :

Meaning

Individual change focuses more on changing the employee's or individual's behaviour to facilitate the organization change and to meet higher demands. Individual change forms basis for group, inter-group and organizational change. It is not possible for management to bring about organization change without changing the individual's behaviour.

Individual change can be carried out by using management development programmes at managerial levels and job transfer at operational levels in order to develop the employee's skills to effectively deal with present as well as future job and can sustain organization change in future. Planning for organization change also include a plan for individual change.

7. MBO

Ans :

MBO programs are an outcome of collabo-rative organization diagnosis. These programs involve setting up of joint targets and reviewing performance in order to focus more on objectives

and improve the frequency of problem-solving. It involves activities such as goal, setting effort and performance review which are identical to the OD programs.

MBO programs are usually implemen-ted by line managers or human resource departments. Very less emphasizes are laid on diagnosis of problems to be solved. MBO programs do not have a team approach and it creators competition among the team members.

8. Process Consultations

Ans :

Schein defined process consultation as a set of activities on the part of the consultant, which helps the client to perceive, understand and act upon the process events which occur in the client's environment. It is an approach which focuses on diagnosing and understan-ding the process events. Process consultation concentrates on certain specific areas such as communication, functional roles of group members, group problem solving, decision-making, group norms and growth, leadership, authority, intergroup cooperation and competition.

9. Job Restructuring

Ans :

Re-engineering is a type of restructuring intervention which involves fundamental rethinking and complete redesign of business processes so that drastic improvements in performance can be attained. Re-engineering develops a coordination among the different tasks. It results in faster and more responsive task performance, re-engineering can be achieved with advanced technology which help employees to regulate and coordinate work processes more effectively. When basic principles and processes of OD are neglected, re-engineering becomes a big failure.

10. Kotter's 8-step model.

Ans :

Kotter's introduced eight steps which identifies few power issues around making change happen and emphasizes on 'felt need' because of change in the organization and focuses on communicative in the entire process.

1.   Establish a Sense of Urgency

2.   Form a Powerful Guiding Coalition

3.   Create a Vision

4.   Communicate the Vision

5.   Empower Others to Act on the Vision

6.   Plan for and Create Short-term Wins

7.   Consolidate Improvements and Produce Still More Change

8.   Institutionalize New Approaches

11. Collaboration Stage

Ans :

The Collaboration stage involves more flexible and behavioral approaches to the problems of managing a large organisation. While the coordination stage was managed through formal systems and procedures, the collaboration stage emphasizes greater spontaneity in management action through teams and skillful confrontation of interpersonal differences. Social control and self – discipline take over from formal control.

Though Greiner is not certain what will be the next crisis because of collaboration stage, he feels that some problems may emerge as it will center round the psycholo-gical saturation of employees who grow emotionally and physically exhausted by the intensity of team work and of the heavy pressure for innovating solutions.

Organization comes to the breakpoint while accumulations and tensions in one phase is calm, and revolution is created to cause radical changes in organizational structure. According to Greiner's Model of organizational growth, every structure is valid for a specific time period and organizational change triggers radical structure changes. Changing organizational structure solves the problems in that time, and prepares infrastructure for the problems may occur in the future.

12.   Coordination Stage

Ans :

Coordination becomes the effective method for overcoming crisis of control. The coordination phase is characterized by the use of formal systems for achieving grater coordination with top management as the watch dog.

The new coordination system proves useful for achieving growth and more coordinated efforts by line managers, but result in a task of conflict between line and staff, between head quarters and field. Line becomes resentful to staff, staff complains about un-cooperative line managers, and everyone gets bogged down in the bureaucratic paper system. Procedure takes precedence over problem solving; the organisation becomes too large and complex to be managed through formal programmes and rigid systems. Thus, crisis of red – tape begins. In order to overcome the crisis of red-tape, the organisation must move to the next evolutionary stage – the collaboration stage.

13.   Types of Resistance to Change.

Ans :

The following are some of the types of resistance to change:

(a)   Logical Resistance

This is a type of resistance basically arising from the time people genuinely take to adapt and adjust to changes. As for example, when computers became common the accountants had to shift fromaccounting on paper to digital accounting.

(b)   Psychological Resistance

Here, the resistance occurs purely due to mental and psychological factors. Some of the factors in which the individuals frequently resist are like fear of the unknown, less tolerance to change, dislike towards the management etc.

(c)   Sociological Resistance

This is yet another type of resistance which relates to the common values and customs of groups. Here, the individuals may be willing to change but they will not be able to due to the peer pressure of the group in which they belong. As for example, if a workers union protest against new management policies, all workers face pressure to protest together.

Choose the Correct Answers

1. _____ is critical for ensuring successful change to happen.   [b]

   (a) Change management   (b) Effective planning

   (c) Effective change   (d) All

2. The members of the _____ committee are responsible for planning and implementing strategies, providing direction.   [c]

   (a) Governance   (b) Work streams

   (c) Steering   (d) None

3. _____ involves the task forces/groups directly responsible for the realisation of the specific objectives of change management.   [a]

   (a) Work streams/groups   (b) Steering

   (c) A and B   (d) None

4. _____ coordination does not come at a price and the increasing reporting and control adds layers of bureaucracy at all levels.   [b]

   (a) Control crisis   (b) Red tape crisis

   (c) Autonomy crisis   (d) All

5. The is _____ often shown as linear plot of time vs business size.   [a]

   (a) Greiner model   (b) Kotter's

   (c) Kurt Lewin's   (d) McKinsey

6. What are the two types of change management?   [d]

   (a) Real change and superficial change

   (b) Incremental change and circular change

   (c) Radical change and transformational change

   (d) Incremental change and transformational change

7. A change agent is the individual who: [d]

   (a) Supports change   (b) Opposes change

   (c) Initiates change   (d) Helps implement change

8. The three stages of the change process are: [a]

   (a) Unfreezing, adjustment, and refreezing

   (b) Adjustment, unfreezing, and refreezing

   (c) Adjustment, unfreezing, and re-adjustment

   (d) Adjustment, re-adjustment, and unfreezing

9.   Transformational change is often carried out: [b]

    (a)   By middle managers   (b)   Top down

    (c)   Bottom up   (d)   After extensive consultation

10.   In which approach, change management style is directive.   [d]

    (a)   Charismatic transformation approach

    (b)   Taylorism approach

    (c)   Turnarounds approach

    (d)   Task focused transition approach

Fill in the Blanks

1.   _____ is certain in nature which will have its impact/effect on the organisations and the individuals.

2.   _____ process starts when the managers considers the appropriateness of the employee's present behaviour as invalid.

3.   During _____ stage, change becomes stable so that employees can adopt changed behaviour and implement it in their usual way of doing things.

4.   Effective _____ involves a comprehensive and an integrated effort from all the levels of the management.

5.   The _____ is the key person responsible who is directly responsible and accountable for the change.

6.   A _____ is responsible for coordinating the day-to-day activities and provides the needed support as well as expertise for ensuring the success of a change initiative.

7.   _____ programs are an outcome of collaborative organization diagnosis.

8.   Change agent is responsible for the _____ day-to-day activities and provides the needed support.

9.   Leaders build the _____ culture and climate for the realisation of the objectives of change management.

10.   The response to the _____ is to divide and conquer with greater structure and deeper hierarchy.

ANSWERS

1.   Change

2.   Unfreezing

3.   Refreezing

4.   Change management

5.   Change sponsor

6.   Change agent

7.   MBO

8.   Coordinating

9.   Conducive Organisational

10.   Autonomy crisis

ORGANISATIONAL CULTURE AND CHANGE MANAGEMENT:

Organisational Culture and Leadership, Types of Cultures, Primary and Secondary ways to influence culture, elements of organisational culture. Diagnosing, creating and managing organisation culture.

5.1 ORGANISATIONAL CULTURE AND LEADERSHIP

Q1. What do you mean by organizational culture. Explain the characteristics of organizational culture.

Ans : (Dec.-21, Imp.)

Definitions

(i) According to J.C. Spender, organizational culture is "a belief system shared by an organization's members".

(ii) According to Kouzes, Caldwell and Posner defined organizational culture as "a set of shared, enduring beliefs communi-cated through a variety of symbolic media creating meaning in people's work lives".

(iii) According to Deal and Kennedy, "culture is the single most important factor accounting for the success or failure of an organisation".

Organizational culture is defined as the set of assumptions, beliefs, values and norms that are shared by members of an organization.

Organizational culture is quite complex. Every organisation has its own unique personality, just like people do. The unique personality of an organization is referred to as its culture. Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. Organizational culture includes an organization's expectations, experiences, philosophy, and values that hold it together, and is expressed in its self-image, inner workings, interactions with the outside world, and future expectations.

Several authors have given different chracteristics and features.

Characteristics

The following are the primary characteristics of an organisation's culture that range in priority from high to low. Every organization has a distinct value for each of these characteristics:

➢ **Innovation and Risk Taking:** Organizations with cultures that place a high value on innovation encourage their employees to take risks and innovate in the performance of their jobs. Organizations with cultures that place a low value on innovation expect their employees to do their jobs the same way that they have been trained to do them, without looking for ways to improve their performance.

➢ **Assumption and Values:** Organizational culture includes the assumptions and values of an organisation. These assumptions are believed explicitly. Employee, managers and the topmanagement view the organizational culture in the same pattern, although they have different views individually. The behavioral pattern depends on certain invisible assumptions and their values.

➢ **Management Attitude:** Themanagement's attitude has a direct impact on the behavior of the employees. Subordinates are supported by the management for inculcating a healthy culture. The management's active interest and support are needed for the purpose. Employees develop a feeling of having received an adequate and equitable reward under a congenial atmosphere.

➢ **Teamwork:** Organizations that organize work activities around teams instead of individuals place a high value on this characteristic of the organizational culture. People who work for these types of companies tend to have a positive relationship with their coworkers and managers.

➢ **Aggressiveness:** This characteristic of organizational culture dictates whether group members are expected to be assertive or easygoing when dealing with companies they compete within the market place. Organizations with an aggressive culture place a high value on competitiveness and outperforming the competition at all costs.

➢ **Stability :** An organization whose culture places a high value on stability is rule-oriented, predictable, and bureaucratic in nature. These types of companies typically provide consistent and predictable levels of output and operate best in non-changing market conditions.

➢ **Emphasis on Outcome:** Organizations that focus on results, but not on how the results are achieved, place a high emphasis on this value of organizational culture. An Organization that instructs its sales force to do whatever it takes to get sales orders has a culture that places a high value on the emphasis on outcome characteristic.

➢ **Emphasis on People:** Organizations that place a high value on this characteristic of organizational culture place a great deal of importance on how their decisions will affect the people in their organizations.

➢ **Individual Autonomy:** The degree of responsibility, independence, and opportunities for exercising initiative that individuals in an organisation have;

➢ **Structure:** The degree of rules and regulations and the amount of direct supervision that is used to oversee and control behaviour;

➢ **Support:** The degree of assistance and warmth managers provide for their subordinates;

➢ **Performance-Reward:** The degree to which reward in the organisation are based on employee work performance;

➢ **Conflict Tolerance:** The degree of conflict present in relationships between peers and work groups as well as the willingness to be honest and open about differences;

➢ **Openness, Communication, and Supervision:** The amount and type of interchange permitted; the communication flow can be downward, upward, across the organisation, and in other directions as spelled out by the culture.

Q2. What are the different view upon organizational culture?

Ans :

The different perspectives regarding organizational culture varies from one writer to another. According to Frost there are various views on organizational culture. Many writers believe in either of the two alternatives. One among them is to take culture as series of analogs or machines used for understanding the complexity of the organization and another alternative is to consider the culture as an objective entity. Moreover, the writers who view culture as an objective entity use two different approaches.

The first approach is about how anthropologists view culture in an organization instead of variable which can be further altered by managers. This specific approach claims that all organization's features and behaviours has systems, procedures, policies and processes are considered to be a part of its culture.

In 1994, Legge argued that this approach is a self-defeating approach which defines culture as an organizations features and behaviors and regards its management equal to managing behaviors in organizations. In the same way, the alternative approach refers culture as a variable of an

organization which has psychological predispositions which helps the members of an organization to act in specific way. Thus, the concept of culture which can be possibly managed.

Q3. Explain the levels of Organizational Culture.

Ans :

Levels of Organizational Culture

Organizational culture consists of some aspects that are relatively more visible, as well as aspects that may lie below one's conscious awareness. Organizational culture can be thought of as consisting of three interrelated levels.

(i) Assumptions

At the deepest level, below our awareness, lie basic assumptions. These assumptions are taken for granted and reflect beliefs about human nature and reality. At the second level, values exist. Values are shared principles, standards, and goals. Finally, at the surface, we have artifacts, or visible, tangible aspects of organizational culture. *For example*, in an organization, a basic assumption employees and managers share might be that happy employees benefit their organizations.

(ii) Values

This might be translated into values such as egalitarianism, high-quality relationships, and having fun.

Fig. : Three Levels of Organizational Culture

(iii) Artifacts

The artifacts reflecting such values might be an executive "open door" policy, an office layout that includes open spaces and gathering areas equipped with pool tables, and frequent company picnics. Understanding the organization's culture may start from observing its artifacts: its physical environment, employee interactions, company policies, reward systems, and other observable characteristics.

When you are interviewing for a position, observing the physical environment, how people dress, where they relax, and how they talk to others is definitely a good start to understanding the company's culture. However, simply looking at these tangible aspects is unlikely to give a full picture of the organization, since an important chunk of what makes up culture exists below one's degree of awareness. The values and, deeper, the assumptions that shape the organization's culture can be uncovered by observing how employees interact and the choices they make, as well as by inquiring about their beliefs and perceptions regarding what is right and appropriate behavior.

Q4. What are the factors influencing organizational culture?

Ans :

The culture represents the beliefs, ideologies, policies, practices of an organization. It gives the employees a sense of direction and also controls the way they behave with each other. Once organisational culture is created, the culture is sustained through various other forces. The following are some of the factors which influence the organization culture:

➢ **Individual Working with the organization**

The first and the foremost factor affecting culture is the individual working with the organization. The employees in their own way contribute to the culture of the workplace. The attitudes, mentalities, interests, perception and even the thought process of the employees affect the organization culture.

> **The Nature of the Business**

It also affects the culture of the organization. Stock broking industries, financial services, banking industry are all dependent on external factors like demand and supply, market cap, earning per share and so on. When the market crashes, these industries have no other option than to terminate the employees and eventually affect the culture of the place. Market fluctuations lead to unrest, tensions and severely demotivate the individuals. The management also feels helpless when circumstances can be controlled by none. Individuals are unsure about their career as well as growth in such organizations.

> **Goals and Objectives**

The culture of the organization is also affected by its goals and objectives. The strategies and procedures designed to achieve the targets of the organization also contribute to its culture. Individuals working with government organizations adhere to the set guidelines but do not follow a procedure of feedback thus forming its culture. Fast paced industries like advertising, event management companies expect the employees to be attentive, aggressive and hyper active.

> **The Clients and the External Parties**

The clients and the external parties to some extent also affect the work culture of the place. Organizations catering to UK and US Clients have no other option but to work in shifts to match their timings, thus forming the culture.

> **The Management and its Style of Handling the Employees**

The management and its style of handling the employees also affect the culture of the workplace. There are certain organizations where the management allows the employees to take their own decisions and let them participate in strategy making. In such a culture, employees get attached to their management and look forward to a long term

association with the organization. The management must respect the employees to avoid a culture where the employees just work for money and nothing else. They treat the organization as amere source of earning money and look for a change in a short span of time.

Q5. Discuss how leaders can manage culturally diverse workplace.

Ans :

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.

5.2 TYPES OF CULTURES

Q6. Explain different types of culture.

Ans :   **(Dec.-21, Aug.-21, May-19, Imp.)**

There are different types of culture in an organization. They have distinctive features and contributions. The culture of an organization decides the way employees behave amongst themselves as well as the people outside the organization.

Let us understand the various types of organization culture:

1. Functional Culture

The functional culture is related to performance. These are of four types namely- academy, club, team and fortress cultures.

(a) Academy Culture

Organizations following academy culture hire skilled individuals. The roles and responsibilities are delegated according to the back ground, educational qualification and work experience of the employees. Organizations following academy culture are very particular about training the existing employees. The management makes sincere efforts to upgrade the knowledge of the employees to improve their professional competence. Educational institutions, universities, hospitals practice such a culture.

(b) Club Culture

In club culture, individuals are hired as per their specialization, educational qualification and interests. Each one does what he is best at. The high potential employees are promoted suitably and appraisals are a regular feature of such a culture.

(c) Team Culture

A team culture considers the employees as the most treasured possession of the organization. Advertising agencies, event management companies, financial institutions follow such a culture.

(d) Fortress Culture

There are certain organizations where the employees are not very sure about their career and longevity. Such organizations follow fortress culture. The

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employees are terminated if the organization is not performing well. Individuals suffer themost when the organization is at a loss. Stock broking industries follow such a culture.

2. Descriptive Culture

The descriptive culture explains the behavior of an organisation. Employees describe the prevailing culture in an organization.When people are not satisfied, they talk too much about the organization. It measures effective performance, reward system, policies and procedures. Employees are always critical about the present set up.

3. Perceptual Culture

The feelings of the employees are included under perceptual culture. How they view their organization is included under this culture. Common culture, sub culture and core culture are the different types of perceptual culture. Common culture is the majority culture of an organiszation.sub cultures are the identifiable culture of each group. Core culture is the differing value culture of the employees.

4. Value Culture

The value culture defines the culture based on strength, namely strong and weak cultures. Strong cultures are intensely held values which are widely shared. Strong have a great impact o the employees' behaviors greater the commitment to the values of an organisation, stronger is the culture.

5. Normative Culture

In such a culture, the norms and procedures of the organization are predefined and the rules and regulations are set as per the existing guidelines. The employees behave in an ideal way and strictly adhere to the policies of the organization. No employee dares to break the rules and sticks to the already laid policies.

6. Pragmatic Culture

In a pragmatic culture, more emphasis is placed on the clients and the external parties. Customer satisfaction is the mainmotive of the employees in a pragmatic culture. Such organizations treat their clients as Gods and do not follow any set rules. Every employee strives hard to satisfy his clients to expectmaximumbusiness from their side.

7. Process Culture

As the name suggests the employees in such a culture adhere to the processes and procedures of the organization. Feedbacks and performance reviews do not matter much in such organizations. The employees abide by the rules and regulations and work according to the ideologies of the workplace. All government organizations follow such a culture.

Q7. What are stages involved in building organizational culture?

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

Step-1: Establishment of Values

Establishment of the values that govern the members of the organization is the first step in creating organizational culture. Values of a business that guide the action are created by the people responsible for managing it. In this connection, Peters and Waterman described the type of values followed by many famous companies.

    (i)   A belief in being the best.

    (ii)   A belief in the importance of the details of execution.

    (iii)   A belief in the importance of people as individuals.

    (iv)   A belief in superior quality and service.

    (v)   A belief that most members of the organization should be innovative.

    (vi)   A belief in the importance of informality to enhance communication.

    (vii)   A belief in the importance of economic growth and profits.

Step-2: Creation of Vision

Vision is the projection about what should be done in the future to achieve the stated goals. It is derived from the values created in the first step. A visionary company has following characteristics, as stated by Collins and Porras.

(i) A visionary company holds a distinctive set of values from which it does not deviate.

(ii) It expresses its core purpose in enlightened terms which provides challenges for actions.

(iii) It develops a visionary scenario of its future, decides actions accordingly and implements them.

Step-3: Operationalizing Values and Vision

Values and vision created in first two steps are put into action in this step. This can be done by undertaking the following activities,

(i) A written statement of values and vision is included in employee handbook or circulated among employees.

(ii) An organizational struture that facilitates the employees to perform their activities freely is designed.

(iii) Implementing various organizational processes that inspire and motivate the employees.

(iv) Recruiting and selecting the employees whose values match with that of the organisation.

(v) Following a reward system that encourages the employees and enhances their committment.

Step-4: Socialization of Employees

In organizational context, socialization is an adaptive process that takes Diace as new employees attempt to learn and inculate values and norms that are a part of organizational culture.

5.3 PRIMARY AND SECONDARY WAYS TO INFLUENCE CULTURE

Q8. Discuss briefly about Primary and Secondary Ways to Influence Culture.

(OR)

Explain the different ways to influence culture.

Ans :   **(Aug.-21, Imp.)**

I. Primary Ways to Influence Culture

Primary ways are the basic criterions which influences the culture of organization. They are basic and common factors which are directly concerned with the performance of organization. Some of the important primary ways or factors influencing organizational culture are as follows.

(i) Response to Crisis Situation

The culture of organization would get influence at the time of crises situations. The cause during such situations, leader always express his reaction in the form of certain values and assumptions.

For example, in covid-19 crisis, the culture of organization affected in many ways like people started maintaining social distance, wearing masks, maintaining hygine, sanitizing themselves and taking safety measures.

(ii) Role Modeling

The culture of organization would get influenced by the response of employees after seeing their leader as a role model. The value and expectations expressed by the leader through his actions or by providing coaching to employees, they may get influenced and such effect will influence the culture.

For example, microsoft owner, "Bill Gates" is a role model for many employees as he has achieved a great success without loosing his passion.

(iii) Concentration and Attention

The culture of organization would get influences based on the concentration and attention given by the leader for resolving certain issues or on certain factors of organizations.

For example, the leader needs to resolve the issues of employees such as pay and benefits issue, workload issue, work conditions issue, complaints etc. This will influence employee's work concentration and attention.

(iv) Factors of Selection and Termination

The culture of organization would get influenced based on the organizational policies like employees selection. Promotion and termination because these are the crucial factors which can easily influence performance of employees and further influence organizational culture.

The selection and termination of a candidate is done through a process. For example, if the candidate has the required skills then he may get selected in the organization and if the selected candidate/employee is not performing well in the organization, then he may get terminated.

(v) Rewards and Recognition

The culture of the organization would get influenced, if the policies of organization related to rewards are recognition are not designed properly. Employees always expect some rewards based on their performance, if organization fails to provide reward then, definitely the culture of organization will be highly influenced.

For example, google has certain plans and policies which attracts employees. Thus, they perform well in

the organization. It provides various incentives, bonus, rewards and recognition etc., to influence and appreciate the employees.

II. Secondary Ways to Influence Culture

Secondary ways are the other factors or criterias which influence the culture of organization. These factors consists of different procedures, policies and methods which are not considered under primary sources. Some of the important secondary ways or factors influencing organizational culture are as follows,

(i) Formal Statements of Leader or Managers

The culture of organization would get influenced when some formal statements are covered by the leader or manager related to new methods, technologies, values approaches and others.

For example, leader taking initiative to start a new project or to use the latest technology in an organization.

(ii) Transmission of Stories and Events

The culture of organization would get influenced when the leader or manager transmitted or scripted any organizational event, story, action or about any employee. Such kind of transmission would work as values, philosophies or approaches which are very important for making changes in the organizational culture.

For example, Bills Gates tells his stories and events to his employees to motivate and influence them in an organization, because the stories told by him will work as a Philosophy to his employees.

(iii) Changes in System

The culture of organization would get influenced when a leader or manager is

updating, modifying or implementing any new system or technology. This many happen in order to make change in the existing approaches, budget, planning process, training process, performance review system etc.

For example, in an organization HR manager updates the system by adding training procedure for emplyees or adding new training guidelines etc.

(iv) Changes in Facilities

The culture of organization would get influenced when an organization designing new facilities or changing existing facilities like open access to conference hall, similar cabins to every employee, workout or walking areas, dining facility etc.

For example, expansion or growth of an organization influence the employees because they may get promotions, incentives, bonus and many other facilities.

5.4 ELEMENTS OF ORGANISATIONAL CULTURE

Q9. What are the Essential Elements of Organisational Culture?

Ans :   *(Dec.-21, Aug.-21, Oct.-20, Imp.)*

(a) Mechanistic and Organic Cultures

The mechanistic organizational culture exhibits the values of bureaucracy and feudalism. Organizational work is conceived as a system of narrow specialism and people think of their careers mainly within these specialism.

Authority is thought of as flowing down from the top of the organization down to the lower levels and communication flows through prescribed channels. There is a great deal of departmental loyalty and interdepartmental animosity, a strong "we" versus "they" perception. This sort of culture resists change and innovation.

Contrast is the organic culture. Formal hierarchies of authority, departmental boundaries, formal rules and regulations and prescribed channels of communications are frowned upon.

There is great deal of emphasis on task accomplishment team work and free flow of communication, formal and informal. In given problem situations, the per-sons with expertise may yield far more influence that the formal boss.

There is a widespread understanding within staff of the problems, threats and opportunities the organization is facing and there is willingness and preparedness to take appropriate roles to solve the problems.

The culture stresses flexibility, consultation, change and innovation. CMC, a central Government organization comes to one's memory when one describes organic culture.

(b) Authoritarian and Participative Cultures

In the authoritarian culture, power is concentrated on the leader and obedience to orders and discipline are stressed.

Any disobedience is punished severely to set an example to others. The basic assumption is that the leaders knows what is good for the organization and he or she always acts in its interests. Participative cultures tend to emerge where most organizational members are professionals or see themselves as equals.

The participative culture is premised on the notion that people are more committed to the decisions that are participatively made than to those which are imposed on them.

Further, group problem-solving leads to better decisions because several new points and information are shared during discussions.

(c) Subculture and Dominant Cultures

Each department of an organization may have its own culture, in which case there is subculture. An organizational culture emerges when there is an integration of all the departments into an unified whole.

Within any given unit, the tendency for integration and consistency will be assumed to be present, but it is perfectly possible for coexisting units of a larger system to have cultures that are independent and even in conflict with each other.

(d) Strong and Weak Cultures

In an organization having strong culture, the core values are both intensely held and widely shared by its members.

Such employees develop strong loyalty to the organization. The Hindu of Madras comes to one's memory in this context. One benefit of a strong culture is reduced turnover and positive employee attitude. A strong culture demonstrates high agrement among members about what the organization stand for. Such unanimity of purpose builds cohesiveness and organizational commitment. The opposite will "happen when culture is weak.

The danger with strong organizational culture is that it leads to "group think", collective blind spots and resistance to change and innovation.

(e) National Culture Vs Organizational Culture

Distinction is also made between national culture and organizational culture. Organizational culture is influenced by the culture of the land, irrespective of the origin of the company. Go to any company operating in India, Indian or foreign, the local culture is visible. The holidays declared, festivals celebrated, functions organized and other cultural activities reflect Indian ethics.

Q10. What are the essential elements of organizational climate.

Ans :   **(Oct.-21, Imp.)**

1. Orientation

It is an important element of organizational climate and a key concern of its members. If the orientation or priority is to adhere to setup rules and regulations, then the climate is represented by control. If the orientation is to generate excellence, then the climate is represented by achievement.

2. Inter-personal Relationship

In an organization, inter-personal relationship is followed in the same way the informal group is created and operated. Even though the informal group benefits the organizational, but it may affect the objectives of the organization in some cases.

3. Individual Autonomy

When an individual employee gets freedom to work or exercise his authority freely, then he/she will provide efficiency in the operations of the organization. The responsibilities of high level are executives will be eased by individual autonomy.

4. Conflict Management

An organization may have inter-group as well as intra-group conflicts. It is important to manage these conflicts effectively, as this serves the basis of organization climate. When a conflict is managed effectively, the organization's atmosphere shows an atmosphere of co-operation. In case the conflict is not managed effectively, then the atmosphere shows an atmosphere of distrust and non-cooperation.

5. Structure

The inter-personal relationship between the superiors and subordinates depends upon the organizational structure. The responsibilities and duties of superiors and subordinates is clarified by the organizational structure. The

participation by subordinates in decision-making will be less if there is centralisation of authority. In case there is decentralization of authority the atmosphere will be of participative decision-making.

6. Control System

An organization may have either flexible or rigid control system. If an organization has rigid control, then its atmosphere will be impersonal or bureaucratic. Under rigid control, the scope for self regulation will be minimal.

7. Task or Relations Oriented Management

The organization's climate may also get affected by the dominant style of managers. Task oriented approach highlight the autocratic style of leadership. Under this, the employees are required to perform well or may have to face consequences or punishment. This type of relations will impact on morale of employees in the long-run.

When the manager are relations oriented, the atmosphere in the organization will be supportive. The team spirit will be high as an employee's needs and aspirations gets importance.

5.5 DIAGNOSING, CREATING AND MANAGING ORGANISATION CULTURE

Q11. Explain the approaches used for diagnosing organizational culture.

Ans :   (Dec.-21, Imp.)

Different approaches emphasize on different aspects of organization culture and combinedly they provide complete evaluation of these critical phenomena.

Step-1: Behavioral Approach

The behavioral approach focus on the surface level of organization culture i.e., the pattern of behaviours. The behavioral approach helps in understanding the tasks and relationship in organization. The diagnosis made through behavioral approach is useful in identifying the cultural risk involved in organizational changes required for supporting a new strategy. Information about these risks helps the manager to make decisions like whether to change implementation plans or culture or modify the strategy itself.

Step-2: Competing Values Approach

The competing values approach helps in evaluating organization's culture by using a set of values in which two contradictory values are placed at two opposite ends. The value pairs used in this approach are,

(a) Internal focus and integration versus external focus and differentiate and

(b) Flexibility and discretion versus stability and control. Organizations constantly strive to fulfill the conflicting demands by using these competing values.
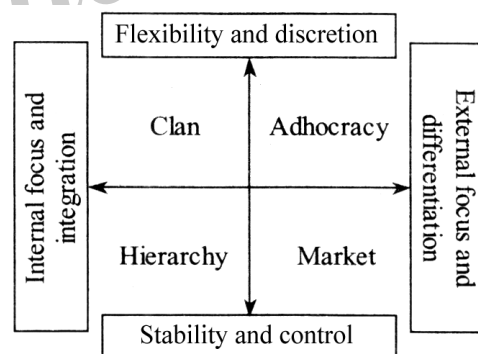
Fig. : Competing Values Approach to Culture

The diagnostic information about the competing values is used by competing value approach to identify the dimension of existing values. It also helps to find out the culture of the organization by falling in one of the four quadrants like clan culture, autocracy culture, hierarchical culture and market culture.

Step-3: Deep Assumptions Approach

The deep assumptions approach focuses on the deepest levels of organizational culture i.e., shared assumptions which guide the behaviour of members

and that which influence organization effectiveness. It is difficult to diagnose the organization culture at this level, as there are three common problems in gathering information. They are,

(a) Shared assumptions that are taken for granted.

(b) Unnecessary values and beliefs of people, and

(c) Different subcultures.

According to organizational development practitioners, the deep assumptions approach introduced many useful techniques for evaluating organization culture. In one method interview is conducted which involves both insiders and outsiders and second method involves group of members for workshop.

Q12. Describe strategies for managing organizational culture.

Ans :   (Dec.-21)

Following are some of the strategies through which the organizational culture can be managed effectively and efficiently,

1. Transparency is one of the key factor between a leader and employee for creating a good and healthy culture in the organization. Better level of transparency between management and employees will allow the leader to be successful in maintaining good culture of organization.

2. The organizational culture can be easily managed when leader of employees is hardworker smart enough, loyal, trusthworthy and supportive. If he maintain all such qualities, then employees will treat him as their role model and they also try to be like him. As a result, good culture will be created and easily managed.

3. The organizational culture can be easily managed by employees only when they feed that their involvement is critical and important. Leader should allow them in

discussion during day-to-day operations as such they would feel that they are important for organization.

4. Leader can manage the organizational culture easily by dividing or giving more responsibilities to the employees in order to show that he trust on them.

5. In order to manage organizational culture, effectively, leader can conduct behavioral interviews with employees which may help him to understand their behaviour. As such he can handle them accordingly and assign task or responsibilities depending on their potentials.

6. While managing the organizational culture, leader or manager should be careful when they are hiring or working with new employees. The behaviour of new employees should be noticed during their training process. If it seems that they are not good or fit for the culture of the organization, then they should be terminated otherwise the current culture will effect because of their behaviour.

Short Question and Answers

1. What do you mean by organizational culture.

Ans :

Definitions

(i) **According to J.C. Spender,** organizational culture is "a belief system shared by an organization's members".

(ii) **According to Kouzes,** Caldwell and Posner defined organizational culture as "a set of shared, enduring beliefs communi-cated through a variety of symbolic media creating meaning in people's work lives".

(iii) **According to Deal and Kennedy,** "culture is the single most important factor accounting for the success or failure of an organisation".

Organizational culture is defined as the set of assumptions, beliefs, values and norms that are shared by members of an organization.

Organizational culture is quite complex. Every organisation has its own unique personality, just like people do. The unique personality of an organization is referred to as its culture. Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. Organizational culture includes an organization's expectations, experiences, philosophy, and values that hold it together, and is expressed in its self-image, inner workings, interactions with the outside world, and future expectations.

2. Elements of Organisational Culture

Ans :

(a) Mechanistic and Organic Cultures

The mechanistic organizational culture exhibits the values of bureaucracy and feudalism. Organizational work is conceived as a system of narrow specialism and people think of their careers mainly within these specialism.

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The danger with strong organizational culture is that it leads to "group think", collective blind spots and resistance to change and innovation.

3. Levels of Organizational Culture.

Ans :

Levels of Organizational Culture

Organizational culture consists of some aspects that are relatively more visible, as well as aspects that may lie below one's conscious awareness. Organizational culture can be thought of as consisting of three interrelated levels.

(i) Assumptions

At the deepest level, below our awareness, lie basic assumptions. These assumptions are taken for granted and reflect beliefs about human nature and reality. At the second level, values exist. Values are shared principles, standards, and goals. Finally, at the surface, we have artifacts, or visible, tangible aspects of organizational culture. *For example,* in an organization, a basic assumption employees and managers share might be that happy employees benefit their organizations.

(ii) Values

This might be translated into values such as egalitarianism, high-quality relationships, and having fun.

Fig. : Three Levels of Organizational Culture

(iii) Artifacts

The artifacts reflecting such values might be an executive "open door" policy, an office

layout that includes open spaces and gathering areas equipped with pool tables, and frequent company picnics. Under-standing the organization's culture may start from observing its artifacts: its physical environment, employee interactions, company policies, reward systems, and other observable characteristics.

When you are interviewing for a position, observing the physical environment, how people dress, where they relax, and how they talk to others is definitely a good start to understanding the company's culture. However, simply looking at these tangible aspects is unlikely to give a full picture of the organization, since an important chunk of what makes up culture exists below one's degree of awareness. The values and, deeper, the assumptions that shape the organization's culture can be uncovered by observing how employees interact and the choices they make, as well as by inquiring about their beliefs and perceptions regarding what is right and appropriate behavior.

4. Types of culture.

Ans :

There are different types of culture in an organization.They have distinctive features and contributions. The culture of an organization decides the way employees behave amongst themselves as well as the people outside the organization.

Let us understand the various types of organization culture:

1. Functional Culture

The functional culture is related to performance. These are of four types namely-academy, club, team and fortress cultures.

(a) Academy Culture

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academy culture are very particular about training the existing employees. Themanagementmakes sincere efforts to upgrade the knowledge of the employees to improve their professional competence. Educational institutions, universities, hospitals practice such a culture.

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In club culture, individuals are hired as per their specialization, educational qualification and interests. Each one does what he is best at. The high potential employees are promoted suitably and appraisals are a regular feature of such a culture.

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A team culture considers the employees as the most treasured possession of the organization.Advertising agencies, event management companies, financial institutions follow such a culture.

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There are certain organizations where the employees are not very sure about their career and longevity. Such organizations follow fortress culture. The employees are terminated if the organization is not performing well. Individuals suffer themost when the organization is at a loss. Stock broking industries follow such a culture.

2. Descriptive Culture

The descriptive culture explains the behavior of an organisation. Employees describe the prevailing culture in an organization.When people are not satisfied, they talk too much about the organization. It measures effective performance, reward system, policies and procedures. Employees are always critical about the present set up.

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4.   Value Culture

The value culture defines the culture based on strength, namely strong and weak cultures. Strong cultures are intensely held values which are widely shared. Strong have a great impact o the employees' behaviors greater the commitment to the values of an organisation, stronger is the culture.

5.   Characteristics of organizational culture.

Ans :

The following are the primary characteristics of an organisation's culture that range in priority from high to low. Every organization has a distinct value for each of these characteristics:

➢   **Innovation and Risk Taking:** Organizations with cultures that place a high value on innovation encourage their employees to take risks and innovate in the performance of their jobs. Organizations with cultures that place a low value on innovation expect their employees to do their jobs the same way that they have been trained to do them, without looking for ways to improve their performance.

➢   **Assumption and Values:** Organizational culture includes the assumptions and values of an organisation. These assumptions are believed explicitly. Employee, managers and the topmanagement view the organizational culture in the same pattern, although they have different views individually. The behavioral pattern depends on certain invisible assumptions and their values.

➢   **Management Attitude:** Themanagement's attitude has a direct impact on the behavior of the employees. Subordinates are supported by the management for inculcating a healthy culture. The management's active interest and support are needed for the purpose. Employees develop a feeling of having received an adequate and equitable reward under a congenial atmosphere.

➢   **Teamwork:** Organizations that organize work activities around teams instead of individuals place a high value on this characteristic of the organizational culture. People who work for these types of companies tend to have a positive relationship with their coworkers and managers.

➢   **Aggressiveness:** This characteristic of organizational culture dictates whether group members are expected to be assertive or easygoing when dealing with companies they compete within the market place. Organizations with an aggressive culture place a high value on competitiveness and outperforming the competition at all costs.

➢   **Stability :** An organization whose culture places a high value on stability is rule-oriented, predictable, and bureaucratic in nature. These types of companies typically provide consistent and predictable levels of output and operate best in non-changing market conditions.

6.   Factors influencing organizational culture?

Ans :

The culture represents the beliefs, ideologies, policies, practices of an organization. It gives the employees a sense of direction and also controls the way they behave with each other. Once organisational culture is created, the culture is sustained through various other forces.The following are some of the factors which influence the organization culture:

➢ **Individual Working with the organization**

The first and the foremost factor affecting culture is the individual working with the organization. The employees in their own way contribute to the culture of the workplace. The attitudes, mentalities, interests, perception and even the thought process of the employees affect the organization culture.

➢ **The Nature of the Business**

It also affects the culture of the organization. Stock broking industries, financial services, banking industry are all dependent on external factors like demand and supply, market cap, earning per share and so on. When the market crashes, these industries have no other option than to terminate the employees and eventually affect the culture of the place. Market fluctuations lead to unrest, tensions and severely demotivate the individuals. The management also feels helpless when circumstances can be controlled by none. Individuals are unsure about their career as well as growth in such organizations.

➢ **Goals and Objectives**

The culture of the organization is also affected by its goals and objectives. The strategies and procedures designed to achieve the targets of the organization also contribute to its culture. Individuals working with government organizations adhere to the set guidelines but do not follow a procedure of feedback thus forming its culture. Fast paced industries like advertising, event management companies expect the employees to be attentive, aggressive and hyper active.

➢ **The Clients and the External Parties**

The clients and the external parties to some extent also affect the work culture of the place. Organizations catering to UK and US Clients have no other option but to work in shifts to match their timings, thus forming the culture.

7.   Primary Ways to Influence Culture

Ans :

Primary ways are the basic criterions which influences the culture of organization. They are basic and common factors which are directly concerned with the performance of organization. Some of the important primary ways or factors influencing organizational culture are as follows.

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The culture of organization would get influence at the time of crises situations. The cause during such situations, leader always express his reaction in the form of certain values and assumptions.

For example, in covid-19 crisis, the culture of organization affected in many ways like people started maintaining social distance, wearing masks, main-taining hygine, sanitizing themselves and taking safety measures.

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The culture of organization would get influenced by the response of employees after seeing their leader as a role model. The value and expectations expressed by the leader through his actions or by providing coaching to employees, they may get influenced and such effect will influence the culture.

For example, microsoft owner, "Bill Gates" is a role model for many employees as he has achieved a great success without loosing his passion.

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The culture of organization would get influences based on the concentration and attention given by the leader for resolving certain issues or on certain factors of organizations.

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benefits issue, workload issue, work conditions issue, complaints etc. This will influence employee's work concentration and attention.

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The culture of organization would get influenced based on the organizational policies like employees selection. Promotion and termination because these are the crucial factors which can easily influence performance of employees and further influence organizational culture.

The selection and termination of a candidate is done through a process. For example, if the candidate has the required skills then he may get selected in the organization and if the selected candidate/ employee is not performing well in the organization, then he may get terminated.

(v)   Rewards and Recognition

The culture of the organization would get influenced, if the policies of organization related to rewards are recognition are not designed properly. Employees always expect some rewards based on their performance, if organi-zation fails to provide reward then, definitely the culture of organization will be highly influenced.

For example, google has certain plans and policies which attracts employees. Thus, they perform well in the organization. It provides various incentives, bonus, rewards and recogni-tion etc., to influence and appreciate the employees.

8.   Secondary Ways to Influence Culture

Ans :

Secondary ways are the other factors or criterias which influence the culture of organization. These factors consists of different procedures, policies and methods which are not considered under primary sources. Some of the important secondary ways or factors influencing organizational culture are as follows,

(i)   Formal Statements of Leader or Managers

The culture of organization would get influenced when some formal state-ments are covered by the leader or manager related to new methods, technologies, values approaches and others.

For example, leader taking initiative to start a new project or to use the latest technology in an organization.

(ii)   Transmission of Stories and Events

The culture of organization would get influenced when the leader or manager transmitted or scripted any organi-zational event, story, action or about any employee. Such kind of transmission would work as values, philosophies or approaches which are very important for making changes in the organizational culture.

For example, Bills Gates tells his stories and events to his employees to motivate and influence them in an organization, because the stories told by him will work as a Philosophy to his employees.

(iii)   Changes in System

The culture of organization would get influenced when a leader or manager is updating, modifying or implementing any new system or technology. This many happen in order to make change in the existing approaches, budget, planning process, training process, performance review system etc.

For example, in an organization HR manager updates the system by adding training procedure for emplyees or adding new training guidelines etc.

(iv)   Changes in Facilities

The culture of organization would get influenced when an organization designing new facilities or changing existing facilities like open access to conference hall, similar cabins to every employee, workout or walking areas, dining facility etc.

9.   Essential elements of organizational climate.

Ans :

1.   Orientation

It is an important element of organizational climate and a key concern of its members. If the orientation or priority is to adhere to setup rules and regulations, then the climate is represented by control. If the orientation is to generate excellence, then the climate is represented by achievement.

2.   Inter-personal Relationship

In an organization, inter-personal relationship is followed in the same way the informal group is created and operated. Even though the informal group benefits the organizational, but it may affect the objectives of the organization in some cases.

3.   Individual Autonomy

When an individual employee gets freedom to work or exercise his authority freely, then he/she will provide efficiency in the operations of the organization. The responsibilities of high level are executives will be eased by individual autonomy.

4.   Conflict Management

An organization may have inter-group as well as intra-group conflicts. It is important to manage these conflicts effectively, as this serves the basis of organization climate. When a conflict is managed effectively, the organization's atmosphere shows an atmosphere of co-operation. In case the conflict is not managed effectively, then the atmosphere shows an atmosphere of distrust and non-cooperation.

10.   strategies for managing organizational culture.

Ans :

Following are some of the strategies through which the organizational culture can be managed effectively and efficiently,

1.   Transparency is one of the key factor between a leader and employee for creating a good and healthy culture in the organization. Better level of transparency between management and employees will allow the leader to be successful in maintaining good culture of organization.

2.   The organizational culture can be easily managed when leader of employees is hardworker smart enough, loyal, trusth-worthy and supportive. If he maintain all such qualities, then employees will treat him as their role model and they also try to be like him. As a result, good culture will be created and easily managed.

3.   The organizational culture can be easily managed by employees only when they feed that their involvement is critical and important. Leader should allow them in discussion during day-to-day operations as such they would feel that they are important for organization.

4.   Leader can manage the organizational culture easily by dividing or giving more respon-sibilities to the employees in order to show that he trust on them.

5.   In order to manage organizational culture, effectively, leader can conduct behavioral interviews with employees which may help him to understand their behaviour. As such he can handle them accordingly and assign task or responsibilities depending on their potentials.

6.   While managing the organizational culture, leader or manager should be careful when they are hiring or working with new employees. The behaviour of new employees should be noticed during their training process. If it seems that they are not good or fit for the culture of the organization, then they should be terminated otherwise the current culture will effect because of their behaviour.

11. Bureauratic style.

Ans :

Bureaucratic leadership relies on a clear chain of command, strict regulations, and conformation by its followers.

There can be confusion about the difference between bureaucratic leadership and autocratic leadership, which can overlap in certain characteristics. The main difference is that, with the former, the focus is on the leader – who is responsible for making all the key decisions. Bureaucratic leadership, on the other hand, relies more on the entire line of authority versus a single leader.

Choose the Correct Answers

1.   In feminine cultures leaders need to emphasize: [a]

   (a)   the impact of change on quality of life.

   (b)   the impact of change on power distribution.

   (c)   the impact of change on disposable income.

   (d)   the impact of change on personal relationships.

2.   When employee resistance provokes a well-grounded debate and constructive criticism leading to improvements in the change process, it is called   a]

   (a)   positive resistance   (b)   negative resistance

   (c)   passive resistance   (d)   None of the above

3.   Which type of employee resistance aims at ensuring the complete failure of change initiatives of the organization?   [b]

   (a)   positive resistance   (b)   negative resistance

   (c)   passive resistance   (d)   active resistance

4.   Which of the following is not a symptom of employee resistance to change?   [b]

   (a)   increase in employee absenteeism

   (b)   non-participative and indifferent behaviour

   (c)   increase in performance and productivity

   (d)   unprofessional conduct

5.   In which type of organisation employees are not at all disciplined and are least bothered about the rules and regulations.   [a]

   (a)   Organisation A   (b)   Organization B

   (c)   Organization A and B   (d)   None

6.   According to Keith Davis, "Leadership is the ability to persuade others to seek defined _____.

                                                                                                       [c]

   (a)   Influence   (b)   Accomplishment

   (c)   Objectives enthusiastically   (d)   None

7.   _____ more emphasis is placed on the clients and the external parties.   [b]

   (a)   Normative culture   (b)   Pragmatic culture

   (c)   A and B   (d)   None

8.   _____ are the certain organisations where the employees are not very sure about their career and longevity.   [b]

   (a)   Club culture   (b)   Fortress culture

   (c)   Baseball team culture   (d)   All

9. "Organisations do not adopt a culture in a single day, instead it is formed in due course of time" is given by _____.   [a]

    (a) Edgar Schein   (b) Greiner model

    (c) Kotter's   (d) KurtLewin's

10. _____ the employees behave in a way contrary to the way they feel is correct and should be the ideal way.   [c]

    (a) Constructive culture   (b) Aggressive culture

    (c) Passive culture   (d) None

Fill in the Blanks

1. _____ refers to a system of shared assumptions, values, and beliefs that show people what is appropriate and inappropriate behavior.

2. _____ is largely invisible to individuals just as the sea is invisible to the fish swimming in it.

3. _____ 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.

4. _____ represents the imagination of future events and prepare the organization for the same.

5. _____ is part of the package that prospective employees look at when assessing organization.

6. _____ is the single most important factor accounting for the success or failure of an organization.

7. _____ is the formal way of task and reporting relationships which an organization creates in order to encourage and coordinate its employees.

8. Leadership is a process by which an executive can _____ the behaviour.

9. Organization culture brings all the employee on a _____.

10. _____ considers the employees as the most treasured possession of the organization.

ANSWERS

1. Organizational culture

2. Culture

3. Leadership

4. Vision

5. Organizational culture

6. Culture

7. Organizational structure

8. Direct, guide and influence,

9. Common platform

10. Baseball team culture

FACULTY OF MANAGEMENT

BBA VI – Semester (CBCS) Examination

November / December - 2021

LEADERSHIP AND CHANGE MANAGEMENT

Time : 2 Hours]   **[Max. Marks : 80**

PART - A (4 × 5 = 20 Marks)

ANSWERS

Note : Answer any four questions.

1.	Explain about leader.	**(Unit-I, SQA-1)**
2.	Define Management.	**(Unit-I, SQA-2)**
3.	What is Participative Style?	**(Unit-II, SQA-1)**
4.	What is Transformational Change?	**(Unit-II, SQA-2)**
5.	Differentiate Proactive Vs. Reactive Change.	**(Unit-III, SQA-1)**
6.	What are the Barriers of Change?	**(Unit-III, SQA-2)**
7.	Explain Organizational Culture.	**(Unit-V, SQA-1)**
8.	Explain resisance to Change.	**(Unit-IV, SQA-1)**

PART - B (4 × 15 = 60 Marks)

Note : Answer any four questions.

9.	Define Leadership. Explain the roles and functions of leader.	**(Unit-I, Q.No. 2, 6, 9)**
10.	Explain the impact of leadership on organizational performance.	**(Unit-I, Q.No. 15)**
11.	Explain management grid in detail.	**(Unit-II, Q.No. 2)**
12.	Compare with goal theory with behavioural theory of leadership.	**(Unit-II, Q.No. 20, 15)**
13.	Define change. Explain types and forces of change.	**(Unit-III, Q.No. 1, 5)**
14.	Explain elements of planed change and methods to ovecome barriers change management.	**(Unit-III, Q.No. 11, 17)**
15.	Explain Greiner's change process model.	**(Unit-IV, Q.No. 5)**
16.	Explain practices to overcome resistance to change.	**(Unit-IV, Q.No. 10)**
17.	Explain types of culture and elements of organizational culture.	**(Unit-V, Q.No. 6, 9)**
18.	Explain the process of diagnosing, creating and managing organizational culture.	**(Unit-V, Q.No. 11)**

FACULTY OF MANAGEMENT

BBA VI – Semester (CBCS) Examination

July / August - 2021

LEADERSHIP AND CHANGE MANAGEMENT

Time : 2 Hours]   **[Max. Marks : 80**

PART - A (4 × 5 = 20 Marks)

ANSWERS

Note : Answer any four questions.

1.	Leadership	**(Unit-I, SQA-3)**
2.	Attitude	**(Unit-I, SQA-11)**
3.	Bureaucratic Style	**(Unit-II, SQA-11)**
4.	Performance	**(Unit-IV, SQA-3)**
5.	Types of Change	**(Unit-III, SQA-3)**
6.	Key Drivers of Change	**(Unit-IV, SQA-2)**
7.	Change Management	**(Unit-III, SQA-4)**
8.	Elements of Culture	**(Unit-V, SQA-2)**

PART - B (4 × 15 = 60 Marks)

Note : Answer any four questions.

9.	Define leader. Explain any 3 different styles of leader.	**(Unit-I, Q.No. 1), (Unit-II, Q.No. 1)**
10.	Leadership Vs. Management. Explain.	**(Unit-I, Q.No. 13)**
11.	Transactional Vs. Transformational Leader. Explain.	**(Unit-II, Q.No. 13)**
12.	Explain Path Goal theory of leadership in detail.	**(Unit-II, Q.No. 20)**
13.	Define change. Explain the process with appropriate example.	**(Unit-III, Q.No. 1, 8)**
14.	Explain change management and elaborate barriers to change management.	**(Unit-III, Q.No. 5, 16)**
15.	Explain Kotter's change plan model.	**(Unit-IV, Q.No. 4)**
16.	Explain change and eleborate resistance to change.	**(Unit-IV, Q.No. 7, 8)**
17.	Define culture and explain types of culture.	**(Unit-V, Q.No. 1, 6)**
18.	Explain the different ways to influence culture with appropriate example.	**(Unit-V, Q.No. 8)**

FACULTY OF MANAGEMENT

BBA VI – Semester (CBCS) Examination

September / October - 2020

LEADERSHIP AND CHANGE MANAGEMENT

Time : 2 Hours]   **[Max. Marks : 80**

PART - A (4 × 5 = 20 Marks)

ANSWERS

Note : Answer any four questions.

1.	Participative	**(Unit-II, SQA-1)**
2.	Role of Manager	**(Unit-I, SQA-6)**
3.	Transformational Leader	**(Unit-II, SQA-2)**
4.	S-Curve Theory	**(Unit-IV, SQA-3)**
5.	Re-active Change	**(Unit-III, SQA-6)**
6.	Barriers of Change	**(Unit-III, SQA-2)**
7.	Planned Change	**(Unit-III, SQA-5)**
8.	Elements of Culture	**(Unit-V, SQA-2)**

PART - B (4 × 15 = 60 Marks)

Note : Answer any four questions.

9.	Leadership influence organizational performance. Explain.	**(Unit-I, Q.No. 15)**
10.	Define leadership. Elaborate role and skills a leader needs to posses and perform.	**(Unit-I, Q.No. 2, 6, 8)**
11.	Style of a leader influence a leader's success. Explpain.	**(Unit-II, Q.No. 1)**
12.	Transformational Leadership Vs. Charismatic Leader - Focus.	**(Unit-II, Q.No. 14)**
13.	Elaborate framework of change management and planned change.	**(Unit-III, Q.No. 8, 13)**
14.	Define change and explain barrier of change manaement in detail.	**(Unit-III, Q.No. 1, 16)**
15.	Explain Kotter's model of change.	**(Unit-IV, Q.No. 4)**
16.	What is Resistance to Change. Explain the factors that contribute to resistance to change.	**(Unit-IV, Q.No. 7, 9)**
17.	Explain the essential elements of culture and climate.	**(Unit-V, Q.No. 9, 10)**
18.	Define Culture. Explain the process of framing culture.	**(Unit-V, Q.No. 1, 7)**

FACULTY OF MANAGEMENT

BBA VI – Semester (CBCS) Examination

May - 2019

LEADERSHIP AND CHANGE MANAGEMENT

Time : 3 Hours]   **[Max. Marks : 80**

Note : Answer all the questions

PART - A (5 × 4 = 20 Marks)

[Short Answer Type]

1.   **Answer any five of the following questions.**   **Answers**

(a)   Define Leadership   **(Unit-I, SQA-3)**

(b)   Motives of a leader   **(Unit-I, SQA-7)**

(c)   Super leadership   **(Unit-II, SQA-3)**

(d)   Planned Change   **(Unit-III, SQA-5)**

(e)   Action Research Model   **(Unit-III, SQA-7)**

(f)   Key Drivers of Change   **(Unit-IV, SQA-2)**

(g)   Elements of Organizational Culture   **(Unit-V, SQA-2)**

(h)   Types of Change   **(Unit-III, SQA-3)**

PART - B (5 × 12 = 60 Marks)

[Essay Answer Type]

Note : Answer all the questions using the internal choice.

2.   (a)   What are the characteristics and functions of a leader?   **(Unit-I, Q.No. 5, 9)**

OR

(b)   Distinguish between Leadership and Management.   **(Unit-I, Q.No. 13)**

3.   (a)   Differentiate between transactional and transformational leadership.   **(Unit-II, Q.No. 13)**

OR

(b)   Leaders are born", "leaders can be made" which is correct? Give reasons
for it.   **(Unit-II, Q.No. 19)**

4.   (a)   What is a framework for organizational change?   **(Unit-III, Q.No. 8)**

OR

(b)   Explain the different levels of barriers to organizational change.   **(Unit-III, Q.No. 16)**

5.   (a)   Explain the Kotter's Approach to change.   **(Unit-IV, Q.No. 4)**

OR

(b)   Write various steps in Greiner's change process model.   **(Unit-IV, Q.No. 5)**

6.   (a)   What are the different types of organizational culture? How an
organizational culture be bulk in any company?   **(Unit-V, Q.No. 6)**

OR

(b)   What are the stages involved in building organizational culture?   **(Unit-V, Q.No. 7)**

FACULTY OF MANAGEMENT

B.B.A III Year VI-Semester(CBCS) Examination

MODEL PAPER - I

LEADERSHIP AND CHANGE MANAGEMENT

Time: 3 Hours   Max. Marks : 80

PART – A (5 × 4 = 20 Marks)
(Short Answer Type)

Note: Answer all the questions.

<div align="right">

ANSWERS

</div>

1.   Answer any five of the following in not exceeding 20 lines each.

(a)   Define Leader.   **(Unit-I, SQA-1)**

(b)   Attitude   **(Unit-I, SQA-11)**

(c)   Define Leadership style.   **(Unit-II, SQA-5)**

(d)   What do you understand by trans-formational leadership?   **(Unit-II, SQA-2)**

(e)   Define Change.   **(Unit-III, SQA-8)**

(f)   Action Research Model.   **(Unit-III, SQA-7)**

(g)   Performance   **(Unit-IV, SQA-3)**

(h)   What do you mean by organizational culture.   **(Unit-V, SQA-1)**

PART – B (5 × 12 = 60 Marks)

(Essay Answer Type)

Note: Answer the following questions in not exceeding four pages each,

   using the internal choice.

2.   (a)   What are the characteristics, of leadership?   **(Unit-I, Q.No.5)**

                                OR

      (b)   Explain the impact of leadership on organisational performance.   **(Unit-I, Q.No.15)**

3.   (a)   What is a leadership style? Explain different styles of leadership?   **(Unit-II, Q.No.1)**

                                OR

      (b)   Compare path goal theory with behavioural theory of leadership.   **(Unit-II, Q.No.23)**

4.   (a)   What is change management? State its objectives.   **(Unit-III, Q.No.5)**

                                OR

      (b)   Explain the different levels of barriers to organizational change.   **(Unit-III, Q.No.16)**

5.   (a)   Write about the Six belief changers that Influence change.   **(Unit-IV, Q.No.1)**

                                          OR

     (b)   Explain the factors that contribute to resistance to change.   **(Unit-IV, Q.No.9)**

6.   (a)   Explain the approaches used for diagnosing organizational culture.   **(Unit-V, Q.No.11)**

                                          OR

     (b)   Discuss briefly about Primary and Secondary Ways to Influence Culture.   **(Unit-V, Q.No.8)**

FACULTY OF MANAGEMENT

B.B.A III Year VI-Semester(CBCS) Examination

MODEL PAPER - II

LEADERSHIP AND CHANGE MANAGEMENT

Time: 3 Hours   Max. Marks : 80

PART – A (5 × 4 = 20 Marks)
(Short Answer Type)

Note: Answer all the questions.

ANSWERS

1. **Answer any five of the following in not exceeding 20 lines each.**

(a)   Define Leadership.   **(Unit-I, SQA-3)**

(b)   Features of Leadership.   **(Unit-I, SQA-7)**

(c)   Entrepreneurial leadership.   **(Unit-II, SQA-7)**

(d)   Define Super Leadership.   **(Unit-II, SQA-3)**

(e)   What is change management?   **(Unit-III, SQA-4)**

(f)   Reactive Change   **(Unit-III, SQA-6)**

(g)   Define Resistance to change.   **(Unit-IV, SQA-1)**

(h)   Levels of Organizational Culture.   **(Unit-V, SQA-3)**

PART – B (5 × 12 = 60 Marks)
(Essay Answer Type)

Note: Answer the following questions in not exceeding four pages each,

       using the internal choice.

2. (a)   Explain the various Functions of Leadership.   **(Unit-I, Q.No.9)**

                                              OR

     (b)   "A good leader is not necessarily a good manager". Discuss this statement

            and compare leadership and management.   **(Unit-I, Q.No.13)**

3. (a)   Explain managerial grid in detail.   **(Unit-II, Q.No.2)**

                                              OR

     (b)   Differentiate between Transformational and Transactional Leadership.   **(Unit-II, Q.No.13)**

4. (a)   Explain the framework of change management.   **(Unit-III, Q.No.8)**

                                              OR

     (b)   Explain the methods of overcome barriers change management.   **(Unit-III, Q.No.17)**

5.   (a)   Write various steps in Greiner's Change Process Model.   **(Unit-IV, Q.No.5)**

                                 OR

      (b)   Explain various measures to overcome resistance to change.   **(Unit-IV, Q.No.10)**

6.   (a)   What do you mean by organizational culture. Explain the characteristics

           of organizational culture.   **(Unit-V, Q.No.1)**

                                   OR

      (b)   Explain different types of culture.   **(Unit-V, Q.No.6)**

FACULTY OF MANAGEMENT
B.B.A III Year VI-Semester(CBCS) Examination
MODEL PAPER - III
LEADERSHIP AND CHANGE MANAGEMENT

Time: 3 Hours   Max. Marks : 80

PART – A (5 × 4 = 20 Marks)
(Short Answer Type)

Note: Answer all the questions.

<u>**ANSWERS**</u>

1.   Answer any five of the following in not exceeding 20 lines each.

(a)   Roles of leader in an organization.   **(Unit-I, SQA-9)**

(b)   Define management.   **(Unit-I, SQA-2)**

(c)   Transactional Leadership Style.   **(Unit-II, SQA-8)**

(d)   What is charismatic leadership?   **(Unit-II, SQA-9)**

(e)   What is Organizational Change?   **(Unit-III, SQA-9)**

(f)   Proactive Change   **(Unit-III, SQA-11)**

(g)   Key drivers of organisational change.   **(Unit-IV, SQA-2)**

(h)   Primary Ways to Influence Culture   **(Unit-V, SQA-7)**

PART – B (5 × 12 = 60 Marks)
(Essay Answer Type)

Note: Answer the following questions in not exceeding four pages each,

using the internal choice.

2.   (a)   Explain in detail about Effective Leadership Behaviors and Attitudes.   **(Unit-I, Q.No.14)**

OR

(b)   How will you define leadership as a process of influence? What are its

various features?   **(Unit-I, Q.No.2)**

3.   (a)   Compare and contrast Transformational Leadership and Charismatic

Leadership focus.   **(Unit-II, Q.No.14)**

OR

(b)   "Leaders are born" leaders can be made which is correct".

Give reasons for it.   **(Unit-II, Q.No.19)**

4.   (a)   What are the various Forces of Change.   **(Unit-III, Q.No.7)**

OR

(b)   State the concept of Action Research Model.   **(Unit-III, Q.No.15)**

5.   (a)   Explain the Kotter's approach to change.   **(Unit-IV, Q.No.4)**

                                             OR

      (b)   Explain various types of Resistance to Change.   **(Unit-IV, Q.No.8)**

6.   (a)   What are the Essential Elements of Organisational Culture?   **(Unit-V, Q.No.9)**

                                             OR

      (b)   Describe strategies for managing organizational culture.   **(Unit-V, Q.No.12)**