1a. Define Leadership.

Leadership is **the art of motivating a group of people to act toward achieving a common goal**. In a business setting, this can mean directing workers and colleagues with a strategy to meet the company's needs.

b. Explain traits of a leader.

List of Effective Leadership Traits

- Effective Communicators. Leaders are excellent communicators, able to clearly and concisely explain problems and solutions. ...
- Accountable and Responsible. ...
- Long-term Thinkers. ...
- Self-motivated. ...
- Confident. ...
- People-oriented. ...
- Emotionally Stable.

c. Discuss achievement motivation theory?

In the early 1940s, Abraham Maslow created his **theory of needs** . This identified the basic needs that human beings have, in order of their importance: physiological needs, safety needs, and the needs for belonging, self-esteem and "self-actualization".
Later, David McClelland built on this work in his 1961 book, "**The Achieving Society**." He identified three motivators that he believed we all have: a need for achievement, a need for affiliation, and a need for power. People will have different characteristics depending on their dominant motivator.
According to McClelland, these motivators are learned (which is why this theory is sometimes called the Learned Needs Theory).

McClelland says that, regardless of our gender, culture, or age, we all have three motivating drivers, and one of these will be our dominant motivating driver. This dominant motivator is largely dependent on our culture and life experiences.

Q2 a. Leaders are born or made, comment?

Some believe that true leaders are born that way—naturally charismatic, influential, and inspiring individuals who are destined to make a mark. But while certain people may be naturally predisposed to leadership, just as they're naturally predisposed to athleticism or musicality, we believe it's absolutely possible to cultivate the characteristics and skills necessary to call yourself a leader. As legendary American football coach Vince Lombardi once said: "Leaders aren't born, they are made. And they are made just like anything else, through hard work."

So whether you were born with the "special sauce" or not, if you want to be a leader you're going to have to work to develop and refine the characteristics of the greats. Read on to learn

some of the specific traits that are critical for leadership—and how any one of us can work on nurturing them in our careers.

b. Role of a Leader

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.

C. Discuss behavioral leadership theory?

Behavioral leadership theory argues that the success of a leader is based on their behavior rather than their natural attributes. Behavioral leadership theory involves observing and evaluating a leader's actions and behaviors when they are responding to a specific situation. This theory believes that leaders are made, not born. Proponents of this theory suggest that anyone can become an effective leader if they can learn and implement certain behaviors.

Behavioral leadership theory is highly relevant in several fields. Every project manager, CEO, activities coordinator or any other kind of professional leader can all be evaluated according to

the criteria developed by the behavioral leadership theory. This theory promotes the idea that all leaders are capable of learning and developing through adopting beneficial behaviors and performing them in their workplace. Behavioral leadership theory also encourages leaders to be self-aware of their behavior and to recognize how it affects the productivity and morale of their team.

Q3 a. What do you mean by team leadership?

Team leaders are essential in a variety of workplace settings and are **responsible for ensuring tasks and projects are completed by effectively delegating, overseeing, and guiding team members**.

b. Describe reinforcement theory with examples.

Reinforcement theory of motivation was proposed by BF Skinner and his associates. It states that individual's behaviour is a function of its consequences. It is based on "law of effect", i.e, individual's behaviour with positive consequences tends to be repeated, but individual's behaviour with negative consequences tends not to be repeated.

Reinforcement theory of motivation overlooks the internal state of individual, i.e., the inner feelings and drives of individuals are ignored by Skinner. This theory focuses totally on what happens to an individual when he takes some action. Thus, according to Skinner, the external environment of the organization must be designed effectively and positively so as to motivate the employee. This theory is a strong tool for analyzing controlling mechanism for individual's behaviour. However, it does not focus on the causes of individual's behaviour.

The managers use the following methods for controlling the behaviour of the employees:

✓ **Positive Reinforcement-** This implies giving a positive response when an individual shows positive and required behaviour. For example - Immediately praising an employee for coming early for job. This will increase probability of outstanding behaviour occurring again. Reward is a positive reinforce, but not necessarily. If and only if the employees' behaviour improves, reward can said to be a positive reinforcer. Positive reinforcement stimulates occurrence of a behaviour. It must be noted that more spontaneous is the giving of reward, the greater reinforcement value it has.

✓ **Negative Reinforcement-** This implies rewarding an employee by removing negative / undesirable consequences. Both positive and negative reinforcement can be used for increasing desirable / required behaviour.

✓ **Punishment-** It implies removing positive consequences so as to lower the probability of repeating undesirable behaviour in future. In other words, punishment means applying undesirable consequence for showing undesirable behaviour. For instance - Suspending an employee for breaking the organizational rules. Punishment can be equalized by positive reinforcement from alternative source.

✓ **Extinction-** It implies absence of reinforcements. In other words, extinction implies lowering the probability of undesired behaviour by removing reward for that kind of behaviour. For instance - if an employee no longer receives praise and admiration for his

good work, he may feel that his behaviour is generating no fruitful consequence. Extinction may unintentionally lower desirable behaviour.

      c. Analyse leadership grid with examples.

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

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

Figure 1: Managerial Grid
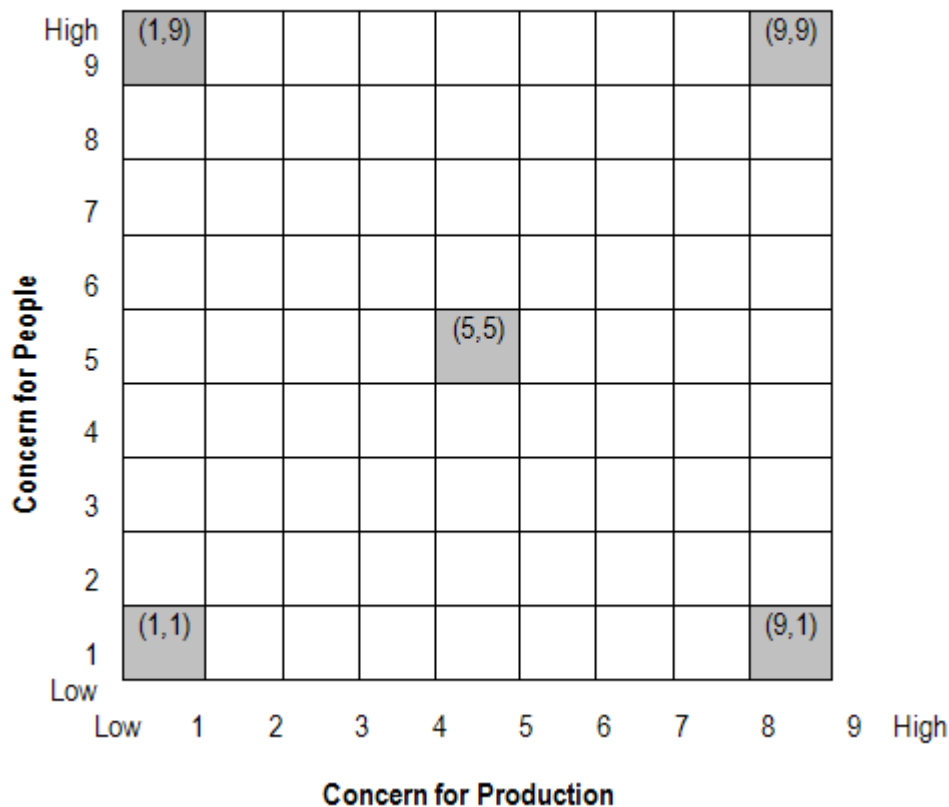
The five resulting leadership styles are as follows:

1. **Impoverished Management (1, 1):** Managers with this approach are low on both the dimensions and exercise minimum effort to get the work done from subordinates. The leader has low concern for employee satisfaction and work deadlines and as a result disharmony and disorganization prevail within the organization. The leaders are termed ineffective wherein their action is merely aimed at preserving job and seniority.

2. **Task management (9, 1):** Also called dictatorial or perish style. Here leaders are more concerned about production and have less concern for people. The style is based on theory X of McGregor. The employees' needs are not taken care of and they are simply a means to an end. The leader believes that efficiency can result only through proper organization of work systems and through elimination of people wherever possible. Such a style can definitely increase the output of organization in short run but due to the strict policies and procedures, high labour turnover is inevitable.

3. **Middle-of-the-Road (5, 5):** This is basically a compromising style wherein the leader tries to maintain a balance between goals of company and the needs of people. The leader does not push the boundaries of achievement resulting in average performance for organization. Here neither employee nor production needs are fully met.

4. **Country Club (1, 9):** This is a collegial style characterized by low task and high people orientation where the leader gives thoughtful attention to the needs of people thus providing them with a friendly and comfortable environment. The leader feels that such a treatment with employees will lead to self-motivation and will find people working hard on their own. However, a low focus on tasks can hamper production and lead to questionable results.

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

Q4. A What is normative leadership.

Normative leadership theories are **built on moral principles and tell leaders how they ought to act**. ... Normative leadership theories tell leaders how they should act to raise the moral performance inside the working group and manage their different responsibilities.

b.
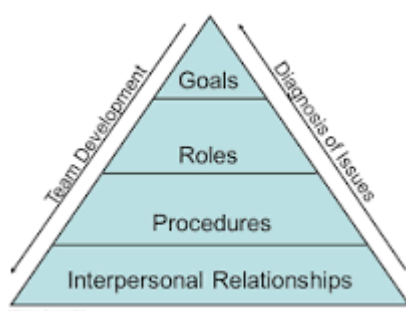
Team effectiveness is **the capacity of a group of people**, usually with complementary skills, to work together to accomplish goals set out by an authority, members, or leaders of the team. Team effectiveness models help us understand the best management techniques to get optimal performance from our teams.

c. Informal observation of leadership behavior suggests that leader's action is not the same towards all subordinates. The importance of potential differences in this respect is brought into sharp focus by Graen's leader-member exchange model, also known as the vertical dyad linkage theory. The theory views leadership as consisting of a number of dyadic relationships

linking the leader with a follower. The quality of the relationship is reflected by the degree of mutual trust, loyalty, support, respect, and obligation.

According to the theory, leaders form different kinds of relationships with various groups of subordinates. One group, referred to as the in-group, is favored by the leader. Members of in-group receive considerably more attention from the leader and have more access to the organizational resources. By contrast, other subordinates fall into the out-group. These individuals are disfavored by the leader. As such, they receive fewer valued resources from their leaders.

Leaders distinguish between the in-group and out-group members on the basis of the perceived similarity with respect to personal characteristics, such as age, gender, or personality. A follower may also be granted an in-group status if the leader believes that person to be especially competent at performing his or her job. The relationship between leaders and followers follows three stages:

- *Role taking:* When a new member joins the organization, the leader assesses the talent and abilities of the member and offers them opportunities to demonstrate their capabilities.
- *Role making:* An informal and unstructured negotiation on work-related factors takes place between the leader and the member. A member who is similar to the leader is more likely to succeed. A betrayal by the member at this stage may result in him being relegated to the out-group

The LMX 7 scale assesses the degree to which leaders and followers have mutual respect for each other's capabilities, feel a deepening sense of mutual trust, and have a sense of strong obligation to one another. Taken together, these dimensions determine the extent to which followers will be part of the leader's in-group or out-group.

In-group followers tend to function as assistants or advisers and to have higher quality personalized exchanges with the leader than do out-group followers. These exchanges typically involve a leader's emphasis on assignments to interesting tasks, delegation of important responsibilities, information sharing, and participation in the leader's decisions, as well as special benefits, such as personal support and support and favorable work schedules

Q5. a What is delegation?
Delegation refers to **the transfer of authority from superior to subordinate for the completion of the tasks**. It is a pre-requisite to the efficient functioning of an organisation because it enables a manager to use his time on high priority activities.

b. Explain transformational leadership
Transformational leadership is defined as **a leadership approach that causes change in individuals and social systems**. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders

c. Discuss virtual and self managed teams?
A virtual team is a **group of workers who communicate and work together using digital tools**
A self-managed work team is **a small group of employees who take full responsibility for delivering a service or product through peer collaboration** without a manager's guidance.

Q6 a. What is coaching & mentoring.

Coaching is a form of development in which an experienced person, called a coach, supports a learner or client in achieving a specific personal or professional goal by providing training and guidance

Mentorship is the influence, guidance, or direction given by a mentor. In an organizational setting, a mentor influences the personal and professional growth of a mentee.

b. various methods of conflict management

- Five Methods for Managing Conflict. Conflict has many sources in the workplace. ...
- Accommodation. This is a lose/win situation. ...
- Compromise. This is a win/lose – win/lose situation, i.e. everyone involved gains and loses through negotiation and flexibility. ...
- Avoidance. ...
- Competition. ...
- Collaboration. ..

c. Discuss how leadership development programs should be developed.

How to Create a Successful Leadership Development Program

1. Define your company's leadership needs. A good "square one" exercise is to think about any specific leadership gaps that your organization has or may soon face. ...
2. Develop, don't train. ...
3. Identify potential leaders (and avoid tunnel vision) ...
4. Measure results.

Q7 a. What is strategic leadership?

Strategic leadership is **a leader's ability to visualize, plan, lead, and make the best out of the resources they have to execute strategies efficiently and successfully**. Strategic leaders marry their strategic plan to their strategic management.

b. Sucession planning

Succession planning is a **strategy for passing on leadership roles**—often the ownership of a company—to an employee or group of employees. Also known as "replacement planning," it ensures that businesses continue to run smoothly after a company's most important people move on to new opportunities, retire, or pass away.

c. Explain characteristics of servant leadership?

They are: **listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community**.

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